

OFFICIAL REPORT OF PROCEEDINGS
BEFORE THE
NATIONAL LABOR RELATIONS BOARD

In the Matter of:

STARBUCKS CORPORATION,

Respondent,

and

WORKERS UNITED, AFFILIATED
WITH SEIU,

Charging Party.

Case Nos.

29-CA-292741

29-CA-294928

29-CA-298919

29-CA-299049

29-CA-300213

29-CA-300564

29-RC-290364

Place: Brooklyn, New York

Dates: October 19, 2022

Pages: 1 through 188

Volume: 1

OFFICIAL REPORTERS

BURKE COURT REPORTING, LLC

64 Magnolia Place

Wayne, NJ 07470

(973) 692-0660

A P P E A R A N C E S

On behalf of the General Counsel:

MATTHEW A. JACKSON, ESQUIRE

LYNDA TOOKER, ESQUIRE

National Labor Relations Board

Region 29

Two Metro Tech Center, Suite 5100

Brooklyn, New York 11201-3838

(718) 765-6202

Matthew.jackson@nlrb.gov

On behalf of the Respondent:

JEDD MENDELSON, ESQUIRE

JESSICA FAUSTIN, ESQUIRE

Littler Mendelson, PC

One Newark Center, 8th Floor

Newark, New Jersey 07102

(973) 848-4700

jmendelson@littler.com

jfaustin@littler.com

1
2 APPEARANCES (Continued):

3
4 On Behalf of the Charging Party:

5
6 MARIA B. HAHN, ESQUIRE

7 Cohen Weiss & Simon, LLP

8 900 Third Avenue

9 New York, New York 10022-4869

10 (212) 356-0257

11 mhahn@cwsny.com
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

I N D E X

WITNESS	DIRECT	CROSS	REDIRECT	RECROSS
Mario Leon	27	95		
David Saff	100	140	184	

1	E X H I B I T S		
2	EXHIBIT	IDENTIFIED	RECEIVED
3	GENERAL COUNSEL'S		
4	GC-1	10	12
5	GC-2	36	--
6	GC-3(a)	41	--
7	GC-3(b)	41	--
8	GC-4(a)	58	--
9	GC-4(b)	58	--
10	GC-5(a)	77	--
11	GC-5(b)	77	--
12	GC-6(a)	82	--
13	GX-6(b)	82	--
14	GC-7(a)	88	--
15	GC-7(b)	88	--
16	GC-8	94	--
17	GC-9(a) through (f)	117	123
18	GC-10	123	124
19	GC-11	125	126
20	GC-12	127	127
21	GC-13	128	129
22	GC-14	129	130
23	GC-15	130	131
24	GC-16	131	137
25			

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

I N D E X (Continued)

EXHIBIT	IDENTIFIED	RECEIVED
RESPONDENT'S		
R-15	168	--
R-19	167	--
R-53	95	99

P R O C E E D I N G S

(Time Noted: 9:43 a.m.)

JUDGE GARDNER: On the record. The hearing will be in order.

This is a formal trial before the National Labor Relations Board in Starbucks Corporation and Workers United affiliated with SEIU. The case numbers are five -- six I have that have been consolidated beginning with 29-CA-292741 through 29-CA-300564 and the additional numbers will be in the caption. It's been consolidated within objections to election case that is Case Number 29-RC-290364.

The Administrative Law Judge presiding is myself, Jeffrey P. Gardner and I am assigned to the New York Office of the Division of Judges. Any communication should be addressed to that office and any requests for extensions of time should be addressed to the Associate Chief Judge in that office, Judge Kenneth Chu.

Will counsel and other representatives of the parties please state their appearances for the record beginning with the General Counsel?

MR. JACKSON: Matthew A. Jackson.

MS. TOOKER: Lynda Tooker.

MS. HAHN: Maria Hahn on behalf of the Union.

MR. MENDELSON: And Jedd Mendelson and Jessica Faustin from the Littler firm on behalf of the Respondent.

1 JUDGE GARDNER: Okay. And counsel will make sure
2 that the Court Reporter has the correct spellings of everyone's
3 name.

4 Do any of the parties have a party representative
5 that will be remaining with them during the testimony?

6 MS. HAHN: I believe that will be Cristian Murguia
7 spelled C-r-i-s-t-i-a-n, M-u-r-g-u-i-a on behalf of the Union.

8 MR. MENDELSON: On behalf of the Respondent and we
9 have had some colloquy prior to today concerning this, present
10 today is district manager Mario Leon, L-e-o-n. Mr. Leon is
11 able to be here this week and then next week he's traveling and
12 we also have had prior colloquy about he's traveling and he's
13 going to appear as a witness.

14 Respondent had preliminarily asked that he be able to
15 do so then by video, but he is here this week and our
16 understanding is he's going to be called as an adverse witness.
17 When he goes away we had indicated prior to today that we
18 intended to have Daniells, double L, as the substitute
19 corporate representative and so we understood based upon that
20 prior conversation that Your Honor was inclined, I don't say
21 you committed, but inclined to permit that substitution next
22 week and so I wanted to put that on the record so there's at
23 least an effort to create some clarity around it.

24 JUDGE GARDNER: Okay, but we didn't get to a
25 sequestration order yet although I understand there will be

1 one, but my understanding also is that Ms. Daniels will not be
2 present for the first number of days and my further
3 understanding is that, in fact, Mr. Leon will be testifying in
4 person this week. So we'll be taking it one day at a time, but
5 that is -- I don't have a problem with that and I haven't heard
6 objection to that so that's how I expect we'll proceed.

7 And this is -- we have Mr. Leon here with us and I
8 didn't get the spelling for Cristian, the last name. Could you
9 say that again?

10 MS. HAHN: M-u-r-g-i-a.

11 JUDGE GARDNER: G?

12 MS. HAHN: Sorry, u-i-a.

13 JUDGE GARDNER: G-u-i-a.

14 MS. HAHN: Yes.

15 JUDGE GARDNER: Okay, thank you. And you're here
16 with us as well, yes, or is that not the same person?

17 MS. HAHN: No, that's not the same person.

18 JUDGE GARDNER: Oh, okay. Well, is the party
19 representative going to be joining?

20 MS. HAHN: That's my understanding, but I'm not sure
21 about that one.

22 JUDGE GARDNER: Okay. Okay, if settlement
23 discussions are desired at any time during the trial, I will be
24 glad to grant a reasonable recess for that purpose. Trial
25 developments sometimes do change attitudes and make settlement

1 more possible than previously thought. Accordingly I'm
2 advising you now, before I've heard any of the testimony that I
3 do intend to offer a specific opportunity for settlement
4 discussions at two stages of the trial. First, at the
5 conclusion of the General Counsel's case and second at the end
6 of the trial.

7 I'm telling you that now so you don't read into
8 anything I say at those times. And if I forget to do so,
9 please do call it to my attention. In addition, opportunities
10 for discussion of settlement will always be available upon the
11 request of the parties.

12 Okay. Is Mr. Jackson going to be leading off for the
13 General Counsel?

14 MR. JACKSON: Yes, Your Honor.

15 JUDGE GARDNER: All right. Would you please
16 introduce the pleadings and other formal papers and I will
17 address any preliminary motions after those are in evidence.

18 MR. JACKSON: Okay. So counsel for General Counsel
19 marks for identification GC Exhibit 1(a) through 1(ii), which
20 are an index and description of formal documents together with
21 the formal papers.

22 (General Counsel's Exhibit 1 identified.)

23 MR. JACKSON: I'll present one copy to the Court
24 Reporter and another copy for counsel to review, but I
25 previously shared that electronically with counsel and

1 Respondent counsel has, before the record opened, notified me
2 of some omissions from the formal papers that I agree should be
3 included and I intend to amend the formal papers when I have
4 those documents ready.

5 JUDGE GARDNER: All right. I understand those are
6 just a number of letters that represent partial withdrawals
7 that have been previously that are no longer before me.

8 MR. JACKSON: In addition there's one pretrial order
9 of the Regional Director that was omitted as well.

10 JUDGE GARDNER: Okay, at a convenient time you can
11 gather those up. Once you have them all ready they can be
12 added as GC-1(jj) and etc. Are you moving those into evidence?

13 MR. JACKSON: Yes, Your Honor.

14 JUDGE GARDNER: Any objection?

15 MR. MENDELSON: With the clarification provided by
16 counsel for General Counsel no objection.

17 JUDGE GARDNER: Okay. And I think I would expect
18 typically that the Charging Party will not be objecting to
19 evidence that is being moved by the General Counsel so I'm
20 simply going to ask the Respondent if there's an objection when
21 I ask. However, do inject any objection you may have at any
22 point, okay?

23 MS. HAHN: Thank you.

24 JUDGE GARDNER: All right. GC-1 is received and
25 that's 1(a) through (i) with some more to come.

1 (General Counsel's Exhibit 1 received.)

2 JUDGE GARDNER: Next step, I wanted to let the
3 record reflect that there have been pretrial conference calls
4 and some pretrial exchange of emails including as recently as
5 yesterday and I know at least Mr. Mendelson wanted to make a
6 representation about those on the record. However, I would
7 invite the General Counsel to begin if there's anything that
8 they wanted specifically on the record about those.

9 MR. JACKSON: No, Your Honor.

10 JUDGE GARDNER: Okay. Did the Charging Party want
11 to put anything on the record on that?

12 MS. HAHN: No, Your Honor.

13 JUDGE GARDNER: Okay, Mr. Mendelson, go ahead.

14 MR. MENDELSON: Thank you, Judge. Briefly I have
15 raised the question whether prior to district manager Leon
16 being called as an adverse witness, counsel for General Counsel
17 should provide recordings that we understand have been made of
18 him speaking to eligible voters or other persons in the store.

19 And my position was that because we're beginning
20 today and there's an alleged discriminatee whose first name is
21 Joselyn, J-o-s-e-kl-y-n, and the last name is lengthy and I
22 apologize, I haven't yet mastered saying it, it begins with a
23 C, who I'm assuming and believe based on the colloquy inviting
24 that we had was the person who made these recordings.

25 She's not able to be here today and so we're not able

1 to authenticate these recordings through her. So I thought
2 that that circumstance would entitle the Respondent to review
3 the recordings prior to Mr. Leon's testimony and saying that I
4 should be clear that I do not anticipate Mr. Leon being able to
5 review them. Rather, I would have had another person,
6 specifically Beth Daniells the store manager with me to listen
7 and provide some level of confidence that the recordings are
8 what they are represented to be, especially in the absence of
9 the authenticating person.

10 My understanding is that Your Honor indicated you are
11 not prepared to direct that and so I just wanted to be on the
12 record indicating that the company believes that that ruling is
13 either prejudicial or potentially prejudicial, but we'll
14 proceed and thought that the record again should reflect that
15 application and its denial.

16 JUDGE GARDNER: Okay, I appreciate that and the
17 record should reflect that Mr. Jackson indicated he would not
18 be moving any such recordings into evidence and would be using
19 them only for impeachment of Mr. Leon during what I anticipate
20 the 611(c) -- his 611(c) testimony. And of course, Mr. Leon is
21 in a good position to identify the voices of the recordings
22 that he is purported to be participating in and if not, that's
23 what the testimony will reflect. And those recordings would
24 not be going into evidence without proper authentication if, in
25 fact, at a later point in the trial General Counsel seeks to

1 put them into evidence.

2 Okay, there was also some discussion prior to the
3 hearing on the various subpoenas that have been served and
4 petitions to revoke that have been served. The subpoena from
5 Respondents and the petitions to revoke I think from General
6 Counsel and Charging Party prompted the pretrial discussion
7 that we just reviewed.

8 There's also a subpoena from the General Counsel to
9 which Respondent filed a petition to revoke, but my
10 understanding was that the parties were in communication,
11 presumably resolving at least some of those items so I would
12 ask has production been made in response to the General
13 Counsel's subpoena?

14 MR. JACKSON: Yes, Your Honor. Earlier this morning
15 we received electronic files consisting of approximately 4,000
16 documents from Respondent. We have not had --

17 MR. MENDELSON: 4,000 pages.

18 MR. JACKSON: 4,000 pages of documents, excuse me.
19 Thank you. 4,000 pages and we have not had an opportunity to
20 review those documents as of yet, but given the representations
21 that Mr. Mendelson has made, I expect that the production will
22 be complete, if not nearly complete, and if there are any other
23 issues going forward, I will bring them to Your Honor's
24 attention.

25 JUDGE GARDNER: Okay, thank you counsel for working

1 that out. That makes things go very smoothly. I am expecting
2 that we're going to proceed with testimony. We did talk
3 briefly off the record about scheduling. We'll circle back to
4 that off the record at lunch, but there may be time tomorrow
5 for review of some of those 4,000 pages if you have not had a
6 chance to review them in the breaks or this evening today, so
7 we'll address that as needed.

8 In the meantime does that leave any outstanding
9 motion or other preliminary matters that I need to address
10 prior to hearing from our first witness?

11 MR. MENDELSON: The PTR, the petition to revoke
12 filed by the Union concerning the company's subpoena, my
13 understanding is we were going to put that off until another
14 time since that witness is not here today.

15 JUDGE GARDNER: I think that that is correct.

16 MR. MENDELSON: Thank you.

17 JUDGE GARDNER: And we'll also revisit and by that
18 time there might be some -- some of those documents may have
19 been either provided or introduced into evidence prior to
20 Respondent's case and may render that whole issue moot, but we
21 will address it when we need to.

22 Anything else before we start?

23 MR. JACKSON: Nothing from General Counsel, but I
24 would ask for just a brief recess before we get into calling
25 our first witness. There's just a couple of documents that I

1 need for this witness and I need to go gather them.

2 JUDGE GARDNER: Okay, and we're also -- why don't
3 you go ahead and get those and then are we going to hear
4 opening statements?

5 MR. JACKSON: Yes, I have an opening statement.

6 JUDGE GARDNER: Okay. So we'll go off the record
7 momentarily, come back and --

8 COURT REPORTER: We're off the record?

9 JUDGE GARDNER: Yes.

10 (Whereupon, a recess was taken from 10:01 a.m. to 10:15 a.m.)

11 JUDGE GARDNER: Let's go back on the record.

12 COURT REPORTER: We are on the record.

13 JUDGE GARDNER: General Counsel, you wanted to make
14 an opening statement?

15 MR. JACKSON: Yes, Your Honor.

16 JUDGE GARDNER: Go ahead.

17 MR. JACKSON: At the beginning of 2022 employees of
18 Respondent Starbucks Corporation all over the United States
19 were organizing behind Charging Party Workers United.
20 Starbucks employee organizing in Buffalo, New York and other
21 parts of the country had generated widespread media attention
22 and employees at various other Starbucks stores who desired
23 Union representation took notice.

24 One such employee was Joselyn Chuquillanqui who at
25 the time worked at Starbucks store located on Great Neck Road

1 in Great Neck, New York. Chuquillanqui reached out to the
2 Union and initiated an organizing campaign at her store and
3 began soliciting employees to sign Union authorization cards.

4 By mid-February 2022, Great Neck Road store employees
5 were genuinely enthusiastic about the prospects of Unionizing.
6 Every single employee at that store signed a Union
7 authorization card. Numerous employees went even further to
8 publicly declare their support for the Union as 11 out of 15
9 employees on staff agreed to put their names on a letter to
10 Starbucks CEO affirming their desire for Union representation
11 and demanding that Starbucks recognize and bargain with Workers
12 United as the employees' collective bargaining representative.

13 On February 10th the Union filed with the Board a
14 petition for representation election and served a copy of the
15 petition upon Respondent. In conjunction with filing the
16 petition, the Union published a press release about its efforts
17 to organize the Great Neck Road store among other Starbucks
18 stores and the press release featured a statement from Employee
19 Chuquillanqui expressing her support for the Union.

20 Chuquillanqui also gave statements to a prominent
21 local newspaper which published a story about the Great Neck
22 Road store on February 11th. From that point forward
23 Respondent knew that Chuquillanqui was the employee leading the
24 Union campaign from inside the store.

25 Almost immediately after the Union went public with

1 its campaign, Respondent led by district manager Mario Leon
2 launched a virulent campaign of threats and retaliation aimed
3 at stopping the burgeoning Union movement at Great Neck dead in
4 its tracks.

5 The evidence will show that on February 11th Leon
6 visited the store and serially called employees into the back
7 room of the store one-by-one to discuss his views about the
8 Union campaign. During multiple meetings on that date, Leon
9 threatened employees that they would not be able to attain a
10 promotion if they selected the Union as their bargaining
11 representative and solicited grievances from employees with
12 implied and express promises to remedy those grievances if
13 employees rejected Union representation.

14 The evidence will further establish that Leon made
15 numerous other threats against employees on February 11,
16 including threatening employees that if they Unionized
17 Respondent would more strictly enforce its time and attendance
18 policies, that employees would not be allowed to increase their
19 work hours by working shifts at other Starbucks stores, that
20 they would be prohibited from speaking with their managers and
21 that they could be required to participate in mandatory
22 strikes.

23 Respondent's unlawful efforts to intimidate and
24 coerce employees certainly did not stop there. The evidence
25 will show that before the end of February Respondent sent its

1 Regional Director of Operators Alexis Vertucci, who had rarely
2 visited or spoken with employees at the Great Neck Road store,
3 to Great Neck Road in order to solicit grievances from
4 employees and impliedly promise to remedy those grievances if
5 they rejected the Union.

6 Concurrently, Store Manager Beth Daniells began
7 posting anti-Union messages in the back room of the store while
8 prohibiting employees from posting pro Union material even
9 though the evidence will establish that she permitted employees
10 to post other messages which Daniells did not find as
11 troubling.

12 The evidence will show that Daniells later began to
13 carry out the threat that Leon had made against employees to
14 more strictly enforce time and attendance policies in
15 retaliation for their Union activities as she notified
16 employees that they were no longer permitted to exchange work
17 shifts with one another without management approval, contrary
18 to Daniells lenient past practices, which had allowed employees
19 to swap shifts freely without authorization.

20 Respondent's unlawful campaign in response to the
21 employees' Union organizing activities continued relentlessly
22 throughout the period when mail ballots in the NLRB election
23 were being distributed to the Great Neck store employees. The
24 evidence will show that on March 25, Leon interrogated an
25 employee about their activities in support of the Union and

1 similar activities by other employees.

2 Leon further threatened that if employees selected
3 the Union as their representative they would face increased
4 workloads because employees from Respondent's other stores will
5 be prohibited from working at the Great Neck Road store. Leon
6 also told employees that they would lose cherished benefits,
7 including school tuition reimbursements, that they would have
8 no choice but to have Union dues deducted from their paychecks
9 and that Unionizing would be futile because employees would,
10 "never" be able to improve their terms and conditions of
11 employment by selecting the Union as their bargaining
12 representative.

13 The evidence will establish that Leon repeated many
14 of those same ugly threats to different employees. Indeed, the
15 evidence will show that most if not all Great Neck Road store
16 employees were exposed to or at least knew about the unlawful
17 threats and coercive conduct perpetrated by Leon and Daniells.

18 The evidence Your Honor will hear establishing the
19 widespread dissemination of Respondent's unfair labor practices
20 is not hearsay as it will be offered as evidence of the out of
21 Court declarant's representation of his or her belief that
22 managers made certain statements not for the underlying truth
23 of whether the manager actually said those things that the out
24 of Court declarant claimed.

25 Employees were deeply troubled by the threats and

1 coercion Starbucks managers subjected them to. Employees were
2 so disturbed their manager's conduct that they began making
3 recordings in the workplace to document Respondent's
4 violations. Somehow Leon and Daniells found out that their
5 coercive anti-Union statements were being recorded and they
6 decided to invoke an obscure provision of Respondent's employee
7 handbook to warn employees that they may not make unauthorized
8 recordings and would face discipline if they did.

9 Leon further interrogated employees about whether
10 they or their coworkers had been making recordings while
11 Daniells told employees that she knew and was keeping a list of
12 each employee who had secretly made recording at the store,
13 unlawfully creating the impression that employees' Union
14 activities were under surveillance by Respondent.

15 Sadly, Respondent's unlawfully campaign of coercion
16 was ruthlessly effective at turning employees against the
17 Union. The result of the election provides stark evidence of
18 its intense chilling impact that Respondent's conduct has had
19 on employees in the perspective bargaining unit.

20 Whereas the Union had enjoyed unanimous support from
21 Great Neck Road store employees before Respondent's unfair
22 labor practices, the Union failed to obtain a majority of the
23 votes cast in the election just over two months later. The
24 evidence will thus make clear that Respondent's unlawful
25 conduct interfered with the Board's ability to conduct a fair

1 election requiring that the results of the election in Case 29-
2 RC-290364 be set aside.

3 But Respondent's illegal practices did not cease with
4 the successful scheme to undermine a fair and free election.
5 On May 4th, the day after the Union's election defeat Leon and
6 Daniells told employees that they should be relieved that the
7 Union lost the election because Starbucks was implementing wage
8 increases to employees nationwide, but only if employees reject
9 the Union representation.

10 Leon and Daniells coercive promise of benefits echoed
11 the statements that CEO Howard Schultz and other in
12 Respondent's upper management had distributed to employees at
13 the Great Neck Road store. On May 4th, Leon and Daniells
14 desperately wanted to put the Union campaign behind them. The
15 evidence will show that they spoke at length with Employee
16 Chuquillanqui that day to relish in the Union's election loss
17 and Leon unlawfully warned Chuquillanqui that she must stop
18 engaged in protected Union activity, which management found
19 upsetting.

20 Leon and Daniells mutually implored Chuquillanqui to
21 give up her goal of bringing the Union into the Great Neck Road
22 store, but Chuquillanqui defiantly refused. With Chuquillanqui
23 having made it clear to them that she would continue fighting
24 for the Union, Leon and Daniells determined that she had to be
25 removed from the Great Neck Road store by any means necessary

1 if the managers were to achieve their objective of destroying
2 the Union drive once and for all.

3 Against the backdrop of timely filed Union objections
4 to the election, Respondent proceeded to target Chuquillanqui
5 for discipline under false pretenses for conduct that
6 Respondent had routinely tolerated from other employees. On
7 June 27th Respondent issued Chuquillanqui a final written
8 warning for relatively minor time and attendance infractions
9 where the evidence will show that store management usually
10 excused such tardiness.

11 When Ms. Chuquillanqui misplaced the store key that
12 Respondent had issued her to open and close the Great Neck Road
13 store, Respondent seized on her error to fabricate a basis for
14 discharging her on July 27th. However Respondent's stated
15 basis for the discharge cannot withstand scrutiny because the
16 evidence will show that Chuquillanqui's handling of the store
17 key did not violate any of the policies Respondent cited as
18 grounds for her termination and Respondent had a past practice
19 of tolerating employees who lose their keys.

20 Thus, the evidence will establish that Respondent's
21 claimed motivation for disciplining and discharging
22 Chuquillanqui is mere pretense, concealing it's true intent to
23 fire Chuquillanqui as the coda to its unrelenting, unlawful
24 campaign to defeat the Union at the Great Neck Road store.

25 In the wake of Respondent's extensive unfair labor

1 practices, the Union's campaign lies in shambles. Disgusted by
2 Starbucks egregious violations, employee who had helped
3 Chuquillanqui lead the campaign have either resigned or
4 declined to seek re-employment at the store. With
5 Chuquillanqui now removed from the workplace there are no
6 employees remaining at the store who are willing to even engage
7 with Union aides, let alone publicly support the Union
8 campaign.

9 Respondent's violation has effectively killed the
10 Union campaign at Great Neck Road store. And the Board's
11 customary remedies are unlikely to remove the deep chill that
12 has calcified among bargaining unit employees. The Board
13 cannot administer a fair rerun election under these
14 circumstances. Accordingly, an order requiring Respondent to
15 immediately recognize and bargain with the Union as the
16 exclusive collective bargaining representative of Great Neck
17 Road store employees is necessary to appropriately remedy the
18 unfair labor practices established in this case.

19 Thank you.

20 JUDGE GARDNER: Okay, thank you. Did the Charging
21 Party have anything additional?

22 MS. HAHN: No, Your Honor.

23 JUDGE GARDNER: Okay. Did Respondent want to make
24 an opening statement at this time?

25 MR. MENDELSON: I'll reserve to the beginning of our

1 case.

2 JUDGE GARDNER: Okay. Is the General Counsel ready
3 to proceed with its first witness?

4 MR. JACKSON: Yes, Your Honor.

5 JUDGE GARDNER: Go ahead.

6 MR. JACKSON: General Counsel calls Mario Leon.

7 JUDGE GARDNER: Mr. Leon, you can come on up.

8 And I guess before -- have a seat. Before I swear in
9 the witness and before we hear testimony, we should discuss
10 sequestration.

11 MR. JACKSON: Yes, Your Honor, thank you for
12 reminding me. The General Counsel would move, Your Honor, to
13 put in place an order of sequestration for the witness who will
14 be testifying.

15 JUDGE GARDNER: Okay. And I think everyone is
16 interested in that, as I understand it. We only have one
17 person in the audience right now. I don't know if you are
18 potentially a witness in this matter. Okay, so be that as it
19 may, some people may come in as the hearing proceeds so I'm
20 going to go ahead and read into the record a sequestration
21 order.

22 Counsel has invoked a rule requiring that witnesses
23 be sequestered. This means that all persons who are going to
24 testify in this proceed, with specific exceptions that I will
25 tell you about, may only be present in the hearing room when

1 they are giving testimony.

2 The exceptions are alleged discriminatees, natural
3 persons who are parties -- we don't have that here --
4 representatives of non-natural parties, that's you all, and a
5 person who is shown by a party to be essential to the
6 presentation of the party's cause. They remain in the Hearing
7 Room even if they are going to testify or have testified.

8 However, alleged discriminatees, including Charging
9 Parties may not remain in the Hearing Room when other witnesses
10 on behalf of the General Counsel or the Charging Party are
11 giving testimony regarding events as to which the alleged
12 discriminatees will be expected to testify.

13 The rule also means that from the point on until the
14 hearing is finally closed, the witness may not discuss with
15 other potential witnesses either the testimony that they have
16 given or that they intend to give. The best way to avoid any
17 problems is simply not to discuss the case with any other
18 potential witness until after the hearing is completed.

19 Under the rule as applied by the Board, with one
20 exception, counsel for a party may not in any manner, including
21 the showing of transcripts, inform the counsel's own witness of
22 the content of testimony that has been given including by a
23 witness for the opposing side in preparation for rebuttal of
24 the testimony.

25 I expect counsel to police the rule and to bring any

1 violation of it to my attention immediately. It is the
2 obligation of counsel to inform potential witnesses who are not
3 now present in the Courtroom of their obligations under the
4 rule.

5 Does everybody understand?

6 MR. JACKSON: Yes, Your Honor.

7 MR. MENDELSON: Yes, sir.

8 JUDGE GARDNER: Okay. In that case, Mr. Leon, could
9 you please raise your right hand?

10 Whereupon,

11 MARIO LEON,

12 was called as a witness by and on behalf of the General Counsel
13 and, having been first duly sworn, was examined and testified
14 on his oath as follows:

15 JUDGE GARDNER: All right, thank you very much. I
16 am going to ask you to keep your voice up. The proceedings are
17 being recorded and you'll see the microphone is right in front
18 of you.

19 Okay, counsel, go ahead and start.

20 DIRECT EXAMINATION

21 BY MR. JACKSON:

22 Q. Good morning, Mr. Leon. Is it Leon?

23 A. It is.

24 Q. Okay. And can you spell your name for the record, please?

25 A. M-a-r-i-o, L-e-o-n.

1 Q. By whom are you currently employed?

2 A. I'm employed by Starbucks.

3 Q. And what is your position in the company?

4 A. I am a district manager.

5 Q. And for how long have you held the position of district
6 manager?

7 A. Four years October.

8 Q. During the time that you have been employed as district
9 manager have you managed the same district throughout that
10 period?

11 A. No, I have a different district now, but the Great Neck
12 store is still within my district.

13 Q. Okay. So -- well, have you been employed as district
14 manager through the time that you worked for Starbucks?

15 A. No.

16 Q. How long have you worked for Starbucks overall?

17 A. Thirteen years.

18 Q. What other positions have you held?

19 A. Store manager.

20 Q. Now, you stated that the district that you currently
21 manage is different from a district that you previously
22 managed, is that correct?

23 A. That is correct.

24 Q. What is the district that you previously managed?

25 A. The district that I previously managed was District 722

1 which comprised of stores on the western most point of Nassau
2 County and a couple of stores in Queens.

3 Q. What is the district that you now manage?

4 A. I manage the north side of Nassau County, pretty much
5 called -- it's called the Gold Coast so it's like a little
6 further east than what I had before. The District Number is
7 1977.

8 Q. What are your job duties and responsibilities as district
9 manager?

10 A. My job duties are to hire managers, that's one; discipline
11 or accountability; teach, coach, mentor; execute company, you
12 know, plans, promotional plans amongst other things, yeah.

13 Q. How many stores are there in the district you currently
14 manage?

15 A. Twelve.

16 JUDGE GARDNER: I'm going to interrupt for a second.
17 Is there more than one in Great Neck?

18 THE WITNESS: There are two in Great Neck.

19 JUDGE GARDNER: Okay.

20 BY MR. JACKSON:

21 Q. And one of those is located at 6 Great Neck Road, correct?

22 A. Correct.

23 Q. And the other is located at 55 Northern Boulevard?

24 A. That is correct.

25 Q. And Beth Daniells is the store manager for the Great Neck

1 Road store, correct?

2 A. She is.

3 Q. And Beth Daniells has been the store manager for that
4 store at all times since at least February 1, 2022, correct?

5 A. It's from February 1st, 2022?

6 Q. To the present:

7 A. To the present, yes.

8 Q. Do you know Beth Daniells became the store manager at
9 Great Neck Road?

10 A. Exact date I don't know, but I believe it to be over seven
11 years.

12 Q. And Beth Daniells reports directly to you, correct?

13 A. Beth Daniells reports directly to me.

14 Q. Do you know how many Starbucks districts there are across
15 the United States?

16 A. No.

17 Q. Do you know whether other districts have 12 stores in them
18 like your district has?

19 A. I'm positive of it.

20 Q. So each district has 12?

21 A. No.

22 Q. No?

23 A. No, not all have the same.

24 Q. Not all have the same. Do you know what the range is
25 between -- how many districts between each of the different

1 Starbucks's districts?

2 A. I've seen districts with 13, I've seen some with 11, some
3 with 10. It depends on, you know, we're a little more densely
4 populated so we can get to more stores. Middle of the country
5 maybe they're -- there's a little more distance between stores,
6 so I don't know for sure, you know, what each district has in
7 their areas, in their portfolio.

8 Q. To whom do you report?

9 A. I report to Alexis Vertucci.

10 Q. Is she your direct supervisor?

11 A. She was.

12 Q. She's no longer?

13 A. She's on a TLA now so I report to Alvin Rampow now.

14 Q. And TLa is a temporary leave of absence?

15 A. Temporary -- temporary assignment, time limited
16 assignment.

17 Q. Time limited, okay. And how long has Ms. Vertucci been on
18 a time limited assignment?

19 A. I'm going to say -- I'm going to guesstimate a month or
20 so, maybe more.

21 Q. And before that Alexis Vertucci was your direct
22 supervisor?

23 A. Yes.

24 Q. And the position that she held before her temporary
25 assignment was Regional Director of Operations, correct?

1 A. That is correct.

2 Q. Who is directly above Ms. Vertucci in the Starbucks
3 organization hierarchy?

4 A. That would be our Regional Vice President.

5 Q. Who is that person currently?

6 A. Currently it's Adam Mosdel -- Mozdel.

7 Q. How long has Mr. Mozdel held that position?

8 A. Not even a year yet.

9 Q. Was Mr. Mozdel in that position on February 1, 2022?

10 A. I'm not sure.

11 Q. Do you know who was the preceding official who preceded
12 Mr. Mozdel?

13 A. Tracy Gavin Bridgemont.

14 JUDGE GARDNER: What was that last name?

15 THE WITNESS: Tracy Gavin Bridgemont.

16 JUDGE GARDNER: B-r-i-d-g-e-m-o-n-t.

17 THE WITNESS: I believe that's -- I may have that
18 wrong.

19 JUDGE GARDNER: Counsel, just be mindful, a number
20 of people have entered the room so if you know whether they
21 ought to be here or not, let me know.

22 MS. TOOKER: These are both interns, interns from
23 our office.

24 JUDGE GARDNER: In that case, welcome Interns. I
25 hope

1 you enjoy the trial. Go ahead.

2 BY MR. JACKSON:

3 Q. Mr. Leon, every manager in the company ultimately reports
4 to the CEO, correct?

5 A. Indirectly.

6 Q. And Howard Schulte is currently the CEO of Starbucks,
7 correct?

8 A. He's no longer the CEO of Starbucks.

9 Q. Howard Schultz was the CEO of Starbucks in some point in
10 2022, correct?

11 A. Yeah, he returned internally for a brief stint, yes, until
12 they identified the CEO.

13 Q. Do you recall what period of time in 2022 that Howard
14 Schultz was the interim CEO?

15 A. You know, I don't. I believe it was after February though
16 where he became interim CEO.

17 Q. Who is the current CEO?

18 A. I can pull up his name.

19 Q. You don't recall right now?

20 A. I don't recall right now.

21 Q. Do you know when this person, whoever he or she is, became
22 the CEO?

23 A. Approximately a month ago.

24 Q. So around September?

25 A. Around September, yeah.

1 Q. Now before Howard Schultz became the interim CEO, a man
2 named Kevin Johnson was the CEO of Starbucks, is that correct?

3 A. That is correct.

4 Q. But you do not recall when Schultz replaced Johnson,
5 correct?

6 A. I could take an educated guess.

7 Q. What would that be?

8 A. Probably February/March.

9 Q. You were aware that the labor Union Workers United seeks
10 to represent employees at the Great Neck Road store, correct?

11 A. I am aware of that, yes.

12 Q. So I'm going to refer to Workers United as just the Union
13 going forward. Will you understand me if I do that?

14 A. I will.

15 Q. You were aware that the Union filed a petition with the
16 NLRB to have an election among employees at the Great Neck Road
17 store to determine whether the Union would be their
18 representative, correct?

19 A. Yes.

20 Q. The Great Neck Road store is the only store in your
21 district in which a Union has filed a petition with the NLRB to
22 represent employees at the store, correct?

23 A. That is correct.

24 Q. You're aware that the Union filed this petition to
25 represent employees at the Great Neck Road store on February

1 10th, 2022, is that right?

2 A. I believe that to be correct.

3 Q. And you learned that the Union filed its petition around
4 that same time, correct?

5 A. Can you repeat that because --

6 Q. Yes. You learned that the Union had filed its petition on
7 or around February 10th, correct?

8 A. On or around, yes, more around because I don't believe -
9 yeah, I don't believe they filed on the 10th, at least I didn't
10 know about it on the 10th.

11 Q. How did you find out about it?

12 A. If my recollection serves me correctly, I believe Beth
13 Daniells asked me about it.

14 Q. What did she ask you?

15 A. She said that I came back from time away and I walk into
16 the store and partners were wearing Union pins. She said that
17 the partners told her that they signed petitions to have the
18 Unions represent them. She also asked me if they could wear
19 buttons because it's against dress code policy and I informed
20 her do not -- do not make them take the buttons off, leave them
21 alone was my directions to her.

22 Q. You were aware that certain employees at the Great Neck
23 Road store sent a letter to CEO Kevin Johnson, correct?

24 A. I was made aware of it after the fact, yes.

25 MR. JACKSON: Could I ask the Court Reporter to mark

1 for identification a document identified as GC Exhibit 2.

2 (General Counsel's Exhibit 2 identified.)

3 BY MR. JACKSON:

4 Q. Mr. Leon, if you will just take a moment to review the
5 document?

6 (Whereupon, the witness reviewed the document.)

7 BY MR. JACKSON:

8 Q. Do you recognize the document?

9 A. It looks familiar.

10 Q. This is the letter that certain employees at the Great
11 Neck Road store sent to Kevin Johnson, correct?

12 A. I -- I'm not certain.

13 Q. Where have you seen this before?

14 A. I believe that this was sent to me in an email, if it's
15 the exact same document. I'm not sure. It was sent in an
16 email and I forwarded it to my boss.

17 Q. Do you remember who sent you the email with this document?

18 A. No, I really didn't look at who sent it. It wasn't a
19 familiar name.

20 Q. But it was someone within Starbucks?

21 A. No, I don't believe it to be someone within Starbucks.

22 Q. And then you forwarded the email you received to Alexis
23 Vertucci?

24 A. I believe that was the course of action.

25 Q. Do you recall approximately when you received the email

1 with this document or something that looked like it?

2 A. Probably the 11th.

3 Q. Of February?

4 A. February.

5 JUDGE GARDNER: So can I understand correctly that
6 to the best of your recollection someone unaffiliated with
7 Starbucks emailed you this the day after the petition was
8 filed?

9 THE WITNESS: I believe that to be the case.

10 JUDGE GARDNER: But you don't recall who that was?

11 THE WITNESS: I don't know the name.

12 JUDGE GARDNER: Okay. Was it someone from the
13 Union?

14 THE WITNESS: Possibly.

15 JUDGE GARDNER: Okay.

16 THE WITNESS: Or the Labor Board or -- I'm not sure,
17 I'm really not sure.

18 JUDGE GARDNER: Okay, not like a friend or a man on
19 the street?

20 THE WITNESS: No, no one that I know.

21 JUDGE GARDNER: Okay.

22 BY MR. JACKSON:

23 Q. As district manager you're responsible for knowing about
24 events or developments that can affect business in the stores
25 within your district, correct?

1 A. I am responsible for -- can you say that again?

2 Q. Yes. As district manager you are responsible for knowing
3 about developments or events that can affect business in the
4 stores within your district, is that right?

5 A. Yeah, I guess you could say that.

6 Q. So in that regard, it's part of your job to follow news
7 reports concerning or affecting stores in your district,
8 correct?

9 A. That is not correct.

10 Q. You're aware that the Union's petition was reported on or
11 covered by the news, correct?

12 A. Not necessarily, meaning that I don't watch the news and
13 look at the Union stuff nor was it part of my job description.
14 And to be honest with you, I never even paid too much attention
15 to this document when it came because I thought it was like a
16 spam.

17 Q. You receive a notification or a ping when there's a news
18 report affecting one of your stores, correct?

19 A. That is not correct. What do you mean by ping?

20 Q. A ping meaning a notification of a news report on some web
21 device.

22 A. That is absolutely not factual; I get no pings about any
23 news.

24 Q. So your testimony is that you never saw any newspaper
25 articles regarding the Union campaign at the Great Neck Road

1 store?

2 A. If you're saying I saw a newspaper article then no. If
3 you're saying someone texted me a clip or a picture of Joselyn
4 on, you know, on a newspaper clip that happened later on.

5 Q. Late on when?

6 A. Don't remember the date, but you can probably get it
7 through the text, but as far as a newspaper article or me
8 picking up a paper, never happened.

9 Q. Ever use the word ping?

10 A. I never used the word ping.

11 Q. You've never used the word ping?

12 A. Today I used the word ping.

13 Q. Before today?

14 A. Ping?

15 Q. Ping, p-i-n-g.

16 A. Ping pong, yes, I used the word ping.

17 Q. You never used the word ping to describe a notification
18 that you received?

19 A. Absolutely not.

20 Q. You're familiar with Newsday, correct?

21 A. It's a newspaper.

22 Q. And it's a news publication that covers stories related to
23 Long Island, New York, correct?

24 A. I do know that it's a newspaper; where it covers, no. I
25 don't get the newspaper at home, I don't read the newspaper, I

1 rarely ever pick up a newspaper and if I see a newspaper in the
2 stores, I throw them out.

3 Not just newspapers, magazines or anything that
4 people leave because we do have some stores where people will
5 just come in, bring stuff in, put them there, but it's not
6 something we allow. We used to when we used to sell
7 newspapers, but we no longer do that.

8 Q. You never saw a news report featuring a statement by
9 Employee Justin Wooster regarding his support for the Union
10 campaign?

11 A. I do not believe I saw a newspaper report regarding Justin
12 Wooster at all. At this time I do not recall that.

13 MR. JACKSON: Bear with me, Your Honor, I'm just
14 preparing a document I'd like to present.

15 Was the previous document marked for identification?

16 JUDGE GARDNER: It has been marked for
17 identification. I have not received it.

18 MR. JACKSON: And that was GC-2, right?

19 JUDGE GARDNER: Yes.

20 MR. JACKSON: Okay. Now, I'm not sure how Your
21 Honor would like to deal with this, but we've come to a point
22 where General Counsel will be marking for identification audio
23 recordings. In conjunction with the audio -- for each audio
24 recording, I should say starting with what I'll mark for
25 identification as GC-3(a), I prepared an accompanying exhibit

1 which consists of a transcript of select portions of the
2 recording, which I'll have marked for identification as GC
3 Exhibit 3(b).

4 (General Counsel's Exhibits 3(a) and 3(b) identified.)

5 MR. JACKSON: I'm distributing to counsel --

6 JUDGE GARDNER: (a) is the audio recording itself?

7 MR. JACKSON: Correct.

8 JUDGE GARDNER: 3(b) is a transcript of portions?

9 MR. JACKSON: Selected portions.

10 JUDGE GARDNER: Oh, I see, with printed identified
11 times you're referring to?

12 MR. JACKSON: Correct.

13 JUDGE GARDNER: Okay. And what are we doing?

14 MR. JACKSON: Okay. So I have marked for
15 identification GC Exhibit 3(a) and 3(b) and I'd like to present
16 the witness with the portion of Exhibit 3(a).

17 JUDGE GARDNER: You're going to play it?

18 MR. JACKSON: Correct.

19 JUDGE GARDNER: Do we have the equipment?

20 MR. JACKSON: It's just audio and I was just going
21 to play it through these speakers.

22 JUDGE GARDNER: Okay. Just identify what you're
23 playing.

24 MR. JACKSON: Yes. I'll play the portion of Exhibit
25 3(a) from time stamp 240 to 335.

1 JUDGE GARDNER: I just want to note that at least
2 the transcript I'm holding has the first section it identifies
3 is from 235 to 910.

4 MR. JACKSON: Yes.

5 JUDGE GARDNER: And what happens from zero to 234?

6 MR. JACKSON: Well, Your Honor and the parties can
7 all review that on their own. I don't think it's useful using
8 hearing time to play it.

9 JUDGE GARDNER: I'm not suggesting that we need to
10 listen now, I just would like a representation of what is --
11 what happens from zero to 234?

12 MR. JACKSON: There is some background noise, some
13 kind of extraneous chatter

14 JUDGE GARDNER: Okay. And then are we going to be
15 listening to a number of segments that take us from 235 to 910,
16 is that what I should anticipate?

17 MR. JACKSON: I don't intend to play the entire
18 nearly seven minutes of the recording.

19 JUDGE GARDNER: At this time with this witness.
20 Okay. All right, so what we are listening to though is from
21 240 to?

22 MR. JACKSON: To 335 at this times.

23 JUDGE GARDNER: Okay.

24 MR. JACKSON: Do you want to give any description of
25 what it's going to be or you want to play it and inquire of the

1 witness?

2 MR. JACKSON: I'd like to play it and inquire of the
3 witness.

4 JUDGE GARDNER: Okay, go ahead.

5 (Whereupon, the indicated portion of the audiotape was played.)

6 BY MR. JACKSON:

7 Q. Mr. Leon, that is your voice heard on this recording,
8 correct?

9 A. That is my voice.

10 Q. And you can also identify Justin Wooster's voice as the
11 other voice we heard on the recording, correct?

12 A. Yep.

13 Q. What were you referring to in this recording statement
14 when you stated the Union news broke yesterday?

15 A. The partner that reached out to me informed me that the
16 partners did sign petition cards. I believe that's what I was
17 referring to.

18 Q. Okay. And you told Wooster that I know you know because I
19 received a nice ping, correct?

20 A. I didn't hear that.

21 Q. Can we play that again?

22 (Whereupon, the portion of the audiotape was replayed.)

23 BY MR. JACKSON:

24 Q. You told Justin Wooster that you knew about the Union
25 campaign because you received a nice ping, correct?

1 A. It sounds like that, yes, and by ping maybe I meant a
2 message from Beth Daniells because we do not receive pings on
3 news like.

4 Q. So Beth Daniells told you that Justin Wooster knew about
5 the Union?

6 A. Beth Daniells did inform me about them signing petition
7 cards yes.

8 Q. Justin in particular?

9 A. Didn't mention Justin.

10 Q. How did you know that Justin knew?

11 A. She said everybody did.

12 Q. Beth Daniells told you that everybody knew about the Union
13 petition?

14 A. She said that everybody signed the cards.

15 Q. So you spoke with Justin Wooster about your views and
16 opinions concerning Unionization on February 11, correct?

17 A. About my opinions, absolutely.

18 Q. You spoke with him in the back room of the Great Neck Road
19 store, correct?

20 A. I don't recall if it was in the back room or on the -- in
21 the lobby and I'll tell you, he asked me about doing the
22 condition assessment so that kind of tells me at that point I
23 was in the lobby looking at equipment and, you know, the
24 condition of the store.

25 Q. So as far as you recall this conversation occurred in the

1 lobby, not in the back room?

2 A. I don't recall.

3 Q. Justin Wooster is not the only Great Neck Road store
4 employee with whom you spoke about your views and opinions
5 concerning Unionization, correct?

6 A. Justin is not the only partner that I spoke to about my
7 opinions or experiences.

8 Q. You spoke with Employee Joselyn Chuquillanqui about that
9 subject, correct?

10 A. Correct.

11 Q. You spoke with Joselyn multiple times about your views and
12 opinions concerning Unions, correct?

13 A. I couldn't say more than two, two to three.

14 Q. You spoke with an employee named Revnov Charaz about
15 Unions, correct?

16 A. I don't believe I have. I don't recall at this time
17 speaking to him about Unions specifically. If I spoke to
18 Revnov it was about performance, not creating the environment
19 for the customers, not smiling at the customers, not saying
20 hello, not saying thank you, not living up to his job
21 expectation. I had a conversation with him about that, about
22 Union? I don't remember talking to him about Union.

23 Q. You spoke with an employee named Nicole Green about
24 Unions, correct?

25 A. Correct.

1 Q. You spoke with Employee Munav or Jerry Sing about Unions,
2 correct?

3 A. Correct.

4 Q. You spoke Employee Devante Jones about Unions, correct?

5 A. Absolutely.

6 Q. You spoke with Employee Brianna Hines about Unions,
7 correct?

8 A. Correct.

9 Q. You spoke with Employee Lavender Sande about Unions,
10 correct?

11 A. Correct.

12 Q. Approximately how many Great Neck Road employees did you
13 speak with about Unions?

14 A. Approximately nine. That's an approximation.

15 MR. JACKSON: Your Honor, could I request a brief
16 recess, five minutes?

17 JUDGE GARDNER: Is this a natural break in the
18 testimony?

19 MR. JACKSON: Well, I do need to prepare something
20 else that I neglected to do and I also want to use the restroom
21 so I just request five minutes.

22 JUDGE GARDNER: Okay. Let's take five minutes off
23 the record.

24 COURT REPORTER: We're off the record.

25 (Whereupon, a recess was taken from 11:05 a.m. to 11:16 a.m.)

1 JUDGE GARDNER: Back on the record. Go ahead, Mr.
2 Jackson.

3 MR. JACKSON: Okay.

4 BY MR. JACKSON:

5 Q. Mr. Leon, during your meeting with Justin Wooster on
6 February 11, you told him that he would not be eligible to get
7 promoted in the same way as he could without the Union if Great
8 Neck Road store employees chose the Union, is that correct?

9 A. I don't believe that to be correct.

10 Q. I'm going to play the recording, GC Exhibit 3(a) from time
11 stamp 728 to 833.

12 (Whereupon, the indicated portion of the audiotape was played.)

13 BY MR. JACKSON:

14 Q. Do you recall now whether you told Justin Wooster that he
15 would not be eligible to get promoted in the same way if Great
16 Neck Road store employees Unionized?

17 A. That's not what I told him. I never said that he will not
18 get promoted if you go on to a Union. I gave him my opinion
19 about, you know, what happens when you're in a Union, educating
20 him, absolutely.

21 Q. But that portion of GC Exhibit 3(a) that is what you told
22 Justin Wooster, correct?

23 A. That is how I -- what I told him, not how I told him.

24 Q. Now, isn't it true that as of February 11 of 2022 you
25 understood that Beth Daniells had a practice or tendency of

1 excusing employee lateness or tardiness?

2 A. That is not true.

3 Q. You believe that if an employee arrived late to work Beth
4 Daniells may informally ask the employee to come on time as
5 opposed to disciplining them, correct?

6 A. I'm not aware, that's not my scope of work. I'm not
7 following every partner's time cards, it's too -- I just can't
8 do that. Managers have that position so if they have a
9 discussion with a partner Darrell can have that discussion,
10 that is, you know, their scope of work. I don't follow every
11 partner's time card or prescribe disciplinary action.

12 Q. But your understanding about the conditions in the Great
13 Neck Road store was that Beth Daniells was empathetic towards
14 employees regarding lateness, correct?

15 A. Do I think Beth Daniells is empathetic around lateness?

16 A. As of February 11.

17 Q. Beth Daniells has a history of holding partners
18 accountable for time and attendance infractions, yes, but she
19 talked to them initially, make them aware like, hey, here are
20 the standards, right, and here's where I see you deviating from
21 the standards, let's fix that before she went to corrective
22 action, I believe that's the case.

23 I believe that's the case for every manager, but if
24 the behavior persists and persists and persists and persists
25 and persists it's out of our hands, like this is partners are

1 going to be held accountable. That's just commonplace, that's
2 not something new or just started because a Union, you know,
3 came in, that's just how we do work.

4 Q. So you didn't tell Justin Wooster that if the Union came
5 in something in that regard would change?

6 A. I don't believe so. I believe if I gave him an opinion of
7 mine or an experience or something that someone relayed to me
8 about their experience within the Union maybe I shared that. I
9 possibly shared my opinion with him, yeah, I possibly did.
10 Don't recall it at the time, but yes, I could have shared my
11 opinion with him.

12 Q. Okay, I'm going to --

13 A. That was in an effort to educate partners on what they
14 were getting involved in.

15 MR. JACKSON: I'm going to play for the witness a
16 portion of GC Exhibit 3(a) from time stamp 833 to 910.

17 (Whereupon, the indicated portion of the audiotape was played.)

18 BY MR. JACKSON:

19 Q. That is your voice we just heard on that portion of the
20 recording, correct?

21 A. That is my voice.

22 Q. And that reflects accurately what you told Justin Wooster,
23 correct?

24 A. That reflects me sharing my opinion about how we deal with
25 it so that I explained the current state. You may come in

1 late, Matthew's going to talk to you and say, hey, you know
2 what, you're late, let's fix this, let's remedy this and if you
3 continue to be late then it's going to probably go to
4 corrective action.

5 From what I learned from Beth, she working in a Union
6 shop I believe she mentioned, she goes when you came in late
7 that was an infraction against you. I shared that just so that
8 partners were aware. It was again my opinion, my experience,
9 nothing more than that.

10 I'm sure that in this document you'll see that I said
11 plenty of times I'm not here to swear you, I'm not prescribing
12 anything to you, right, you do what you want to do just educate
13 yourself, just be knowledgeable, that's it. That was my whole
14 intent, okay? Never did I threaten anybody, okay.

15 JUDGE GARDNER: Okay, I'm going to stop you.
16 There's no question pending.

17 Go ahead.

18 BY MR. JACKSON:

19 Q. As of February 11 2022, employees at the Great Neck Road
20 store were eligible to work shifts for hours at other Starbucks
21 locations, correct?

22 A. Yes.

23 Q. You told Justin Wooster that if employees at that store
24 Unionized that they would likely not be allowed to work at
25 other stores, correct?

1 A. What day did you say I said that to him?

2 Q. February 11.

3 A. I don't recall if that's the day I said that to him, but I
4 did mention to him an experience that we shared with the
5 British Columbia store, partners could not work in two
6 different sets of rules, right? So a Union partner or a non-
7 Union partner could not come into a Union shop. Am I mistaken
8 in saying that?

9 And a Union partner cannot work in a non-Union shop
10 because there are two different sets of rules. A non-Union
11 partner cannot go to a collective bargaining or all of these
12 things that a Union is required to do? I don't believe I
13 shared anything that's false there. I believe that that was
14 educating the partner and that's my opinion.

15 Q. You're aware that employees at the Great Neck Road store
16 occasionally would work shift at other stores to pick up extra
17 money, correct?

18 A. I'm aware that partners from all stores are allowed to go
19 and work in another store, not just the Great Neck store, all
20 stores except in the case of the British Columbia store which
21 went through the collective bargaining and they have a contract
22 now and those partners cannot work in other stores.

23 I don't know if that's, you know --

24 MR. MENDELSON: Excuse me, there are times you
25 interrupt him and I'd ask you not to do that.

1 BY MR. JACKSON:

2 Q. Please continue your answer, sir.

3 A. I was just asking can I not share that with the partners
4 that are --

5 JUDGE GARDNER: Well, he can answer the question.
6 Go ahead

7 THE WITNESS: Okay.

8 BY MR. JACKSON:

9 Q. You're aware that employees, partners took advantage of
10 that opportunity that Starbucks provided them in order to earn
11 more money, correct?

12 A. I didn't discuss it with the partners and what their
13 reasons were. They did that.

14 Q. But you allowed them to take advantage of those
15 opportunities, correct?

16 A. When those opportunities arise partners would pick up
17 shifts, yes.

18 Q. All right. I'd like to play the portion of GC Exhibit
19 3(a) from time stamp 1012 to 1125.

20 (Whereupon, the indicated portion of the audiotape was played.)

21 BY MR. JACKSON:

22 Q. Do you recall now whether you told Justin Wooster that he
23 would not be able to work at other stores if the Great Neck
24 store -- the Great Neck Road store Unionized?

25 MR. MENDELSON: Objection.

1 JUDGE GARDNER: What's the objection.

2 MR. MENDELSON: I think the question
3 mischaracterizes what we listened to.

4 JUDGE GARDNER: Okay, I'll overrule that objection.

5 THE WITNESS: Is there any way to hear the
6 conversation leading up to that or are you just going to play
7 it by snippet?

8 JUDGE GARDNER: Okay. Well, we have been listening
9 like in order, I think, and I'm not even sure there was a gap,
10 but no, he's playing what he's playing and you can let him know
11 if it sounds out of context or if it isn't you or if you, as
12 you said a number of times don't agree with his
13 characterization of what you said.

14 THE WITNESS: I don't agree with the
15 characterization of what I said. I believe I stand on the
16 position I explained right before that. I --

17 JUDGE GARDNER: Okay, let me ask. Earlier that
18 counsel asked where this conversation is taking place. I think
19 you said that you think it was the lobby, but weren't quite
20 sure.

21 THE WITNESS: Yeah.

22 JUDGE GARDNER: And my question is whether having
23 listened to these if it is refreshing your recollection at all
24 as to where and if in fact it is just one place or are you
25 moving at all?

1 THE WITNESS: I believe --

2 JUDGE GARDNER: It's quite a time now to be standing
3 in the lobby, it seems.

4 THE WITNESS: Yeah, I believe these are not one
5 conversation, I believe the conversation around the audit took
6 place in the lobby and I believe some of it took place in the
7 back room so there was movement.

8 JUDGE GARDNER: At some later date or you think you
9 carried the conversation in --

10 THE WITNESS: I don't believe we carried the
11 conversation, I believe that it was another -- like part of
12 another conversation or maybe another approach.

13 JUDGE GARDNER: At a different time or something?

14 THE WITNESS: Yeah, at a different time. I mean
15 there's a -- just like at 2:35 p.m. to 9:10?

16 JUDGE GARDNER: No, I believe what you're pointing
17 at on the first page of GC 3(b) is the same time stamp because
18 it is from minute two, second 35.

19 THE WITNESS: Okay, I was going to say I was not at
20 the store that long.

21 JUDGE GARDNER: And --

22 THE WITNESS: So nine minutes is what you were
23 saying we're looking at, okay.

24 JUDGE GARDNER: It is that way and that's my
25 understanding having listened to it.

1 THE WITNESS: Okay.

2 JUDGE GARDNER: But yeah, that's not from 2:35 p.m.
3 to 9:10, okay.

4 MR. JACKSON: No, it is the time stamp on GC 3(b)
5 reflects the time stamp from the document GC 3(a), the
6 recording.

7 JUDGE GARDNER: Okay. And at least was the General
8 Counsel making a representation that this audio is -- occurs in
9 one sitting, so to speak, even if people are standing or is --
10 does it represent a series of conversations in a continuing
11 effort at recording conversations or do you not know that
12 answer?

13 MR. JACKSON: The authenticating witness will
14 testify that this is all part of one continuous conversation on
15 February 11.

16 JUDGE GARDNER: Okay, all right, go ahead.

17 BY MR. JACKSON:

18 Q. During your meeting with Justin Wooster on February 11th
19 you asked Justin to tell you what employees wanted that they
20 were not already getting from Starbucks, correct?

21 A. Can you repeat that? Sorry.

22 Q. You asked Justin on February 11th to tell you what
23 employees wanted that they were not already getting from
24 Starbucks, correct?

25 A. I don't believe I said it in that way.

1 Q. You also told Justin that if he were to just tell you what
2 employees wanted that you would go and try to get it for him,
3 correct?

4 A. I don't recall saying it like that.

5 MR. JACKSON: I'm going to play for the witness a
6 portion of GC Exhibit 3(a) from time stamp 1,300 to 1,337.
7 (Whereupon, the indicated portion of the audiotape was played.)

8 BY MR. JACKSON:

9 Q. That is your voice we just heard on the recording,
10 correct?

11 A. That is my voice, yes.

12 Q. And that's something you told Justin Wooster, correct?

13 A. Yes. There's more to it though.

14 Q. Do you recall now whether you asked Justin Wooster to tell
15 you what employees wanted that they were not already getting
16 from Starbucks and that if he were to tell you that you would
17 try to get it for him?

18 A. Yes, and I do that all the time every visit prior to the
19 Union. This is my role. Any road block, anything that the
20 partner is looking to acquire or has an idea about we've always
21 done this, this is not a new practice so this is just me doing
22 my role.

23 Q. You also told Justin Wooster that he could be required to
24 participate in mandatory strikes if the Union -- if the Union
25 came into the Great Neck Road store, correct?

1 A. I shared my opinion around that, yes.

2 MR. JACKSON: All right, I will play for the witness
3 a portion of GC Exhibit 3(a) from time stamp 2,114 to 2,232.
4 (Whereupon, the indicated portion of the audiotape was played.)

5 BY MR. JACKSON:

6 Q. That is your voice we just heard on that portion of the
7 audiotape

8 A. That is a conversation I had with Justin.

9 Q. Okay.

10 A. I'd like to hear what led up to that conversation, what
11 questions he asked me or what Union talk --

12 JUDGE GARDNER: Again, you're going to wait till a
13 question is asked and then you can answer the question.

14 THE WITNESS: Sorry.

15 BY MR. JACKSON:

16 Q. You met with Justin Wooster again on March 25 to hear your
17 views again regarding Union representation, correct?

18 A. I don't recall meeting with him on March 25th.

19 Q. But you did speak with him again about your views on
20 Unions after February 11th, correct?

21 A. I don't recall.

22 Q. You spoke with Justin about a news article you had seen
23 regarding alleged threats made by Starbucks managers against
24 Great Neck Road store employees, correct?

25 A. I don't recall.

1 Q. Do you recall that you asked Justin whether he felt
2 threatened?

3 A. I definitely don't recall that.

4 Q. And you asked Justin about whether other employees
5 expressed to Justin that they felt threatened, correct?

6 A. I -- say that again?

7 Q. Yes. You asked Justin whether he felt other employees had
8 told him that they felt threatened?

9 A. I don't recall that conversation.

10 Q. All right.

11 MR. JACKSON: Again, I am having marked for
12 identification a recording I'll identify as GC Exhibit 4(a)
13 along with an accompanying transcript of selected portions of
14 the recording in GC Exhibit 4(a) which I'll have marked for
15 identification as GC Exhibit 4(b).

16 (General Counsel's Exhibits 4(a) and 4(b) identified.)

17 MS. TOOKER: I just want the record to reflect that
18 as we are marking the recording, I am uploading them to the
19 share point site so they're available to all the parties.

20 BY MR. JACKSON:

21 Q. All right. Now, I'm going to play a portion of this
22 recording for you from time stamp 055 to 210.

23 (Whereupon, the indicated portion of the audiotape was played.)

24 BY MR. JACKSON:

25 Q. Do you recall now discussing a newspaper article with

1 Justin Wooster?

2 A. Yes.

3 Q. That's a news article you read in Newsday, correct?

4 A. I did not read that article.

5 Q. You understood that there was a newspaper article about
6 employees?

7 A. Someone mentioned the article to me. I never read that
8 article nor did I pick up a newspaper.

9 Q. That is your voice we just heard on the recording,
10 correct?

11 A. That is my voice.

12 Q. And that is something you spoke to Justin Wooster about?

13 A. Absolutely.

14 Q. So you never saw the Newsday article that you were
15 referencing?

16 A. I did not. In fact if I saw it, it was a snippet of a
17 picture like I said.

18 Q. As of March 25 you knew that Joselyn Chuquillanqui was the
19 employee leading the Union organizing campaign at the Great
20 Neck Road store, correct?

21 A. I actually believed it was Justin.

22 Q. You believed it was Justin?

23 A. Yes.

24 Q. What led you to believe it was Justin?

25 A. The partners told me that they went to a meeting at his

1 house. I had no idea it was Chuquillanqui for a long time.

2 Q. When did you discover that?

3 Q. When did I discover that? I don't know if I ever
4 discovered it. I know she was --

5 Q. Well, at some point you found out.

6 A. I know she was a very vocal, you know, Union supporter,
7 but I didn't know she was the main organizer at first. I
8 didn't know that, no.

9 Q. You came to know that at some point, didn't you?

10 A. Yeah, I don't remember exactly what day.

11 Q. Okay.

12 JUDGE GARDNER: Can I just go back to the newspaper
13 article?

14 MR. JACKSON: Sure.

15 JUDGE GARDNER: So you didn't read an entire
16 newspaper article, but you saw a snippet of it?

17 THE WITNESS: I believe someone sent me the snippet
18 with a text message saying that, you know, this is an article.

19 JUDGE GARDNER: What's in the article?

20 THE WITNESS: That they say we're threatening the
21 partners. I didn't read the article; I didn't pull the article
22 out. You know, I didn't go buy a newspaper.

23 JUDGE GARDNER: Do you know if it named you, that
24 you were the person threatening?

25 THE WITNESS: I don't even recall.

1 JUDGE GARDNER: You didn't know that at that time?

2 THE WITNESS: No, no.

3 JUDGE GARDNER: Okay.

4 THE WITNESS: I don't recall if it named me, if it
5 had my name in it. It may have, it may have not, you know, I
6 don't know.

7 JUDGE GARDNER: All right, go ahead.

8 BY MR. JACKSON:

9 Q. So you thought Justin Wooster was the leader of the Union
10 campaign initially, correct?

11 A. Yeah, I think most of us did.

12 Q. And you just testified that you believed that because one
13 of the partners told you that there was a Union meeting at
14 Justin's house, correct?

15 A. Yeah, a partner did bring that to my attention.

16 Q. Who told you that?

17 A. I don't remember who it was. It could have been Jerry, it
18 could have been -- I think it was possibly Munav, I'm not sure.

19 Q. Munav and Jerry are the same people, right?

20 A. Yes.

21 Q. Yes. Do you recall how you started speaking about the
22 Union meeting with Jerry?

23 A. I don't recall. I know that Jerry asked me. He said to
24 me one day, hey, I'm looking to get promoted to manager, does
25 this change anything?

1 A. I said well, managers aren't part of the Union kind of
2 like referring like you don't have to worry about that, you
3 want to move up. You know, he already had moved up to shift
4 supervisor. If he wants to move up, you know, I said to him
5 that managers are not in the Union. I'm not in the Union.
6 Anybody above our level wouldn't be in the Union. I did
7 explain that to Munav, I do remember that. Yeah, that's how we
8 started talking; he came to me and asked me a question.

9 Q. And you asked him about a Union meeting?

10 A. No, I didn't ask him anything about a Union meeting. He
11 came to me. And I'm not even sure if it was him. Maybe it was
12 Lavender, maybe it was Nicole. I'm not sure who told me there
13 was a meeting at that time there at Justin's house I believe he
14 said.

15 Q. But you did -- you do recall speaking with Jerry Singh
16 about your views concerning how Unionization might affect
17 promotions, correct?

18 A. I remember telling him that he -- you know, that's nothing
19 he has to worry about because he can become a manager, managers
20 are not part of the Union. He -- let me try and recall how he
21 said it. He said how does this affect me if I'm in the Union,
22 how does it affect me to become a manager.

23 I don't remember exactly how I said it, but I said
24 managers are not part of the Union. I believe that's how I
25 said it, managers are not part of the Union meaning, you know,

1 anybody above the hourly rate is not a part of the Union.

2 Q. You told Justin Wooster that if employees chose to
3 Unionize then they would "never" be able to keep their existing
4 pay and benefits plus get more, is that correct?

5 A. I don't believe I said it like that.

6 Q. Okay.

7 A. I'm reading it and the way I said it could mean two
8 different things.

9 Q. Okay.

10 MR. JACKSON: I'd like to present to the witness a
11 portion of GC-Exhibit 4(a) from time stamp 853 to 928.

12 (Whereupon, the indicated portion of the audiotape was played.)

13 THE WITNESS: That doesn't sound the way you said
14 it.

15 BY MR. JACKSON:

16 Q. That is your voice, correct?

17 A. That is my voice, but it's not the way you said it.

18 Q. And what's reflected in that portion of GC 4(a) accurately
19 reflects what you said to Justin Wooster, correct?

20 A. This is a response to a question he had.

21 Q. Does that accurately reflect what you told Justin Wooster?
22 Does the portion of that video --

23 A. Yes.

24 Q. -- recording accurately reflect what you told Justin
25 Wooster?

1 A. Yes.

2 Q. And you told Justin Wooster additionally that if employees
3 unionized then Union dues would be deducted from their
4 paycheck, "regardless" of anything they did, correct?

5 A. I don't recall that.

6 Q. You also told Justin that if employees at his store
7 unionized then employees from other stores would not be allowed
8 to work at the Great Neck Road store, correct?

9 A. I believe we established that.

10 Q. And you also told Justin that employees could lose
11 benefits if they unionized, correct?

12 A. No, I believe I said all benefits would be up for
13 negotiation because legally that's how it works, collective
14 bargaining, everything is up for negotiation.

15 Q. Do you recall that you mentioned specific benefits that
16 employees currently have that they stood to lose as a result of
17 unionization, correct?

18 A. I don't remember saying specific benefits that they would
19 lose or not lose; I said everything is up for negotiation.

20 MR. JACKSON: I'm going to play -- I'd like to
21 present to the witness the portion of GC -- what I've marked
22 for identification as GC Number 4(a) from time stamp 1019 to
23 1318.

24 MR. MENDELSON: Is that 1009 or 1019?

25 MR. JACKSON: Oh, we could do it from 1009.

1 (Whereupon, the indicated portion of the audiotape was played.)

2 BY MR. JACKSON:

3 Q. Now, during one of the meetings with Justin Wooster --
4 well, first of all does that accurately reflect a portion of a
5 conversation you had with Justin Wooster at some point in time?

6 A. Yes, it accurately reflect it, him reading and asking
7 questions and me clarifying what it means absolutely. That's
8 probably like all of it, but we're not playing that part so --

9 BY MR. JACKSON:

10 Q. What was he reading from?

11 A. Say it again?

12 Q. What was he reading from?

13 A. I don't recall what he was reading from, but he was asking
14 me about those questions.

15 Q. You gave him something to read, correct?

16 A. I don't -- I don't recall giving him anything. If he got
17 something, he got it. The only thing we did was tell him go to
18 the website and look at the -- I don't even recall what the
19 website was, Starbucks, onestarbuck.com where it gave you facts
20 about what it means to unionize. I told them all educate
21 yourselves before you make a decision.

22 That was my position. I said I'm not prescribing
23 anything; I am not pro or for the Union. My experience is I
24 don't think we need the Union in our store. My opinion was,
25 not experience. My opinion, all right, and that's what I

1 shared with them, I shared that with whoever I spoke to. They
2 had questions; I had answers; that was that.

3 Q. So you don't recall giving Justin Wooster a document for
4 him to read?

5 A. If Justin says I gave him a document, I would ask him
6 about it. I don't recall giving him anything to read. I don't
7 recall handing anybody any documents. I don't even recall
8 putting a post-it up. If anything, that was the store
9 manager's role.

10 Q. So your testimony is you don't recall handing any employee
11 any document regarding Union?

12 A. I don't recall handing any employee any document. I don't
13 recall that at this time, no.

14 Q. But if Justin testified that that was true you would
15 believe that testimony?

16 A. I would question that.

17 Q. You would question that?

18 A. Yeah. I don't know it to be true. I don't believe I
19 handed him anything. If he wanted to see something he can
20 definitely pull it up for himself, all of this information was
21 available to him.

22 MR. JACKSON: Can we go off the record?

23 JUDGE GARDNER: Yes.

24 (Whereupon, there was a pause off the record from 11:56 a.m. to
25 11:58 a.m.)

1 JUDGE GARDNER: Let's go back on the record.

2 COURT REPORTER: We're on the record.

3 BY MR. JACKSON:

4 Q. Do you recall speaking with Justin Wooster about shady
5 practices you believe the Union was engaged in?

6 A. I don't recall exactly what -- what was in that
7 conversation, but I do remember saying that I felt there was
8 some things that they were doing that weren't okay.

9 Q. And one of those things were you felt that the Union
10 released a website that mimicked the Starbucks website,
11 correct?

12 A. Yeah.

13 Q. Do you recall that?

14 A. Yeah, I recall that.

15 Q. And you also mentioned a shady practice of the Unions in
16 your estimation regarding send people to block an entrance of a
17 Starbucks store?

18 A. Yeah I believe that was not a good practice especially on
19 a Sunday, you know, when they weren't expecting the management
20 to be there, they'd send a whole bunch of people to intimidate
21 the partners, I didn't think that was a good practice, yes, I
22 did say that.

23 Q. Yeah, you spoke about that?

24 A. I remember speaking about that, yeah. I don't know if it
25 was to Justin. I don't know who I spoke to about that, but I

1 know I definitely brought that up.

2 Q. And you asked Justin whether he "aligned" with that
3 practice, correct?

4 A. Possibly. That was like under - you know, if I did ask
5 him, it's like is that how you like to operate, like that's my
6 -- just is that what you want to be part of, people that would
7 do such a thing? Yeah, I think I did ask him.

8 MR. JACKSON: Okay, I'd like to present to the
9 witness a portion of what I've marked for identification as GC
10 4-(a) from time stamp 1,659 to 1,731.
11 (Whereupon, the indicated portion of the audiotape was played.)

12 THE WITNESS: I had that conversation, yes.

13 BY MR. JACKSON:

14 Q. So that is your voice?

15 A. Yeah, that's me.

16 Q. Now, during the various meetings you had with employees
17 regarding unionization you had talking points or issues that
18 you wanted to address with the employees during each of those
19 meetings, correct?

20 MR. MENDELSON: Objection. I'm not sure what the
21 word meetings means in this context?

22 JUDGE GARDNER: Well, we can clarify that. We have
23 no foundation yet, but there are meetings of a particular type
24 when I asked about that.

25 MR. JACKSON: Well, he testified earlier that he

1 spoke with various employees at the Great Neck Road store
2 regarding unionization, correct?

3 THE WITNESS: Correct.

4 BY MR. JACKSON:

5 Q. So my question is during those conversations, I'll say,
6 with employees --

7 JUDGE GARDNER: I would like to hear though the
8 context of them. We heard some testimony for Mr. Wooster that
9 they were just talking in the lobby, the floor of the place,
10 but then maybe they made their way to the back room. If there
11 is some practice with, you know, 9 out of 13 of the employees,
12 I would like to hear about that. Maybe they were meetings, so
13 ask a little bit about that first and then we'll get into the
14 conversations.

15 MR. JACKSON: Okay.

16 JUDGE GARDNER: In other words -- I'll ask -- were
17 you --when you spoke with employees, had conversations that
18 we've been talking about are they just casual conversations
19 while they're working behind the counter or did you meet with
20 them, you know, in the back so to speak? I don't know the
21 layout of this place.

22 THE WITNESS: Yeah, well there -- I didn't have like
23 a meeting meeting, it was just casual conversation if you
24 happen to come to the back do you have time to chat with me?
25 Yeah, I got -- you know, I have time to chat or whatever. If

1 someone said no I don't, okay, just casual conversation, no
2 meetings. I didn't have any meetings at all.

3 JUDGE GARDNER: Okay, and including individually?

4 THE WITNESS: Individually, yes, like you know, I'm
5 here today, you know, if you want to talk to me you can. You
6 know, do you have five minutes we can chat, yeah, absolutely.

7 JUDGE GARDNER: Is there a door to wherever you
8 would --

9 THE WITNESS: There's a door that swings, you know,
10 in and out to go from the back of the house to the front of the
11 house, yes.

12 JUDGE GARDNER: So that you can meet privately with
13 an individual in the back?

14 THE WITNESS: You could, yeah, if you --

15 JUDGE GARDNER: Is that typically what happened or
16 something else?

17 THE WITNESS: It was never really super private, it
18 was, you know, partners come in and out with their cups to get
19 ice and they'll stop, they'll join the conversation, then
20 they'll leave.

21 JUDGE GARDNER: Okay.

22 THE WITNESS: There was no like, oh, close the door,
23 I only want to talk to this person.

24 JUDGE GARDNER: Got you.

25 THE WITNESS: None of that.

1 JUDGE GARDNER: Okay, thanks. Go ahead, Mr.
2 Jackson.

3 BY MR. JACKSON:

4 Q. So your testimony is that you never asked Joselyn to meet
5 with you in the back to discuss Unions?

6 MR. MENDELSON: Objection.

7 JUDGE GARDNER: That's a fair follow up question,
8 I'll overrule it.

9 THE WITNESS: Did I ever invite Joselyn to the back
10 to talk about Union? I spoke to Joselyn. Union was probably
11 part of the topic, yeah.

12 BY MR. JACKSON:

13 Q. So you did ask her to come to the back to speak with you
14 about Unions, correct?

15 A. If I was in the back and -- yeah.

16 Q. And you asked Nicole Green as well to meet with you in the
17 back to discuss Unions, correct?

18 A. Yeah.

19 Q. And you also asked Jerry Singh at one point or another to
20 go into the back to speak with you about Unions, correct?

21 A. No. You keep saying it was about Unions, it wasn't, it
22 was just casual conversation. If Unions got brought up they
23 asked a question and we talked about it. I didn't specifically
24 say, hey, come to the back I want to talk to you about a Union.
25 That never happened.

1 Q. Well, you did say come to the back I want to talk to you
2 and then proceeded to speak about Unions, is that --

3 A. You got a few minutes to talk? Let's chat. You know, how
4 are you doing, how are you feeling, stuff, it started out like
5 that. Never said, hey, let's talk about the Union. That
6 didn't happen.

7 Q. So you recall that you asked various employees to meet
8 with you in the back, correct?

9 A. I recall asking various employees to come - you know, if
10 they have time to come chat with me, let's do that, but that's
11 not something new, I do that every single visit before and
12 after the Union.

13 Q. And during the course of those discussions you spoke about
14 Unions, correct?

15 A. During the course of some of those discussions Union
16 topics would come up, yes, that is correct.

17 JUDGE GARDNER: Have we heard how often visits
18 happened?

19 THE WITNESS: How often visits happened?

20 JUDGE GARDNER: Let's say pre-Union, during the
21 Union drive and lately.

22 THE WITNESS: Pre-Union, maybe once a week, maybe if
23 that.

24 JUDGE GARDNER: Ms. Daniells is there, I guess,
25 daily?

1 THE WITNESS: Ms. Daniells is there five days a
2 week, sometimes six.

3 JUDGE GARDNER: And the district manager comes maybe
4 once a week?

5 THE WITNESS: You know, it's 12 stores so maybe I
6 may not get there once a week, maybe every other week. If
7 something's pressing, if someone invites you in, if somebody
8 wants to talk to you like Joselyn and Nicole then they would
9 call me and say they are bickering about something, they don't
10 see eye-to-eye, then I would come in in additional, but --

11 JUDGE GARDNER: But you're not a stranger to any
12 employee who's worked even in one month?

13 THE WITNESS: I'm not a stranger to the employees.
14 They know me. They don't know me, like we don't have that
15 relationship that is built liken we're talking about art or
16 sneakers or like where do you live, we're just getting that off
17 the ground if they're in the store for one month, so I'm asking
18 questions like, hey, what do you like about Starbucks, you
19 know, how's your training going, how's your manager, how's your
20 schedule, are you getting enough hours. So those are the
21 questions I would ask someone in that space of time.

22 If someone's been around a long time we have a
23 rapport, we're talking about everything like how's your living
24 situation, like what's going on, I know you were struggling
25 with this and you were thinking about quitting. You know, it's

1 all --

2 JUDGE GARDNER: Okay, I get the idea.

3 THE WITNESS: So you know, it's a whole -- that's
4 just how it is.

5 JUDGE GARDNER: I just wanted to know how frequent.

6 THE WITNESS: Yeah.

7 JUDGE GARDNER: Go ahead.

8 MR. MENDELSON: Well, Judge, we never heard from him
9 about post -- you asked him initially pre pre-organizing which
10 is what I expect this testimony to be.

11 JUDGE GARDNER: Yeah, that is -- I mean I was
12 curious about that and you're right, I neglected to follow up
13 to ask.

14 Did those visits increase during the -- let's call it
15 the organizing drive, the issues with the Union?

16 THE WITNESS: Yes, they did increase.

17 JUDGE GARDNER: And then how often about would you
18 be on site?

19 THE WITNESS: I would say once a week.

20 JUDGE GARDNER: Okay.

21 THE WITNESS: If that and so it didn't increase by a
22 lot, but I felt that the manager needed a lot more support at
23 that point.

24 JUDGE GARDNER: Okay.

25 THE WITNESS: Because she was struggling with

1 partners freezing her out, like not talking to her.

2 JUDGE GARDNER: And now more recently is it more
3 often, less often because of the concern to what it was pre?

4 THE WITNESS: It's kind of like what it was pre.

5 JUDGE GARDNER: Maybe every once or two weeks?

6 THE WITNESS: Yeah, but I have a whole new district
7 that started in July so I'm really trying to build
8 relationships with those stores that don't know me --

9 JUDGE GARDNER: Okay.

10 THE WITNESS: -- so it's taken a little more of my
11 time, but the store knows that if they need me, you know, I can
12 make time for them and come over additionally because I leave a
13 little white space in my calendar to adjust stores who have
14 concerns.

15 JUDGE GARDNER: Okay.

16 BY MR. JACKSON:

17 Q. During your various meetings or conversations with
18 employees regarding -- in which the subject of Union or
19 unionization came up the views and opinions you expressed were
20 the same with the various employees you spoke with about the
21 company, correct?

22 A. Pretty much the same talking points like I'm not here to
23 prescribe, just educate. Know what you're signing up for.
24 Don't sign -- I probably even said something like you wouldn't
25 go buy a house and go sign something without getting a -- you

1 know, looking into it first, right, so this is the same
2 process, you're about to make a decision for a lot of partners
3 and everybody may be on a different spectrum so, you know,
4 educate yourself. That's it; that was my stand.

5 Q. You had a meeting in the back room with Joselyn and
6 another employee named Devante Jones concerning which the topic
7 of Unions came up, correct?

8 A. I don't recall if I had a meeting with Devante and Joselyn
9 at the same time.

10 Q. You told both of them, like you told Justin, that they
11 would not be able to retain the same pay and benefits that they
12 enjoyed without the Union plus get more, isn't that correct?

13 A. I don't believe that to be correct. You're saying I told
14 them that they would not be able to get more money?

15 Q. You told them that they would not be able to get improved
16 pay and/or benefits by having a Union, correct?

17 A. I don't believe that to be correct. I don't know what
18 would happen in negotiations. I think I mentioned that
19 everything's up for negotiation, you know, and I don't have --
20 I don't sit at that table, I can't determine whether they get
21 better benefits or the Union negotiates something in lieu of
22 something else. I think that's possibly what you're, you know,
23 you're saying.

24 MR. JACKSON: Okay, I would like to mark for
25 identification an audio recording that I'll label as GC Exhibit

1 5(a) and I am presenting counsel, the Court Reporter, Your
2 Honor a copy of what I've marked for identification as GC
3 Exhibit 5(b), which I represent is a transcript of a selected
4 portion of a meeting between Mario Leon and Employee Joselyn
5 Chuquillanqui and Employee Devante Jones.

6 (General Counsel's Exhibits 5(a) and 5(b) identified.)

7 MR. MENDELSON: Which one are we looking at, I'm
8 sorry? Which time stamp?

9 MR. JACKSON: I haven't said that yet, but I will
10 direct your attention to the time stamp 748 to 955.

11 JUDGE GARDNER: And Ms. Tooker, when you upload it
12 to the share point can you just sink up the naming convention
13 for each of these? It looks like you have a name, a date and
14 let's have those all be in the same format, okay?

15 MS. TOOKER: Okay.

16 JUDGE GARDNER: On a break, not now.

17 MR. JACKSON: I'm presenting to the witness the
18 portion of what I've marked for identification as GC 5(a) from
19 time stamp 748to 955.

20 MR. MENDELSON: What time stamp is it?

21 MR. JACKSON: 748 to 955.

22 (Whereupon, the indicated portion of the audiotape was played.)

23 BY MR. JACKSON:

24 Q. Mr. Leon, that is your voice heard in that portion of the
25 audio, correct?

1 A. Yes.

2 Q. And the female voice we heard that's Joselyn
3 Chuquillanqui, correct?

4 A. Yes.

5 Q. Did you hear a third person speaking in response to a
6 question you asked?

7 A. I believe that was Taydoe.

8 Q. That was Taydoe.

9 A. Yes.

10 Q. And Taydoe is Devante Jones, correct?

11 A. Yes.

12 Q. And that portion of the audio recording accurately
13 reflects something you said to Devante Jones and Joselyn
14 Chuquillanqui, correct?

15 A. Yeah, they were both present. Actually, I was actually
16 talking -- now, I'm reflecting on it, I was talking to Devante
17 Jones and Joselyn just happened to go back there and start
18 doing dishes so she heard a portion of our conversation of what
19 I was talking about and she asked a question and I said, okay,
20 if you have time, come talk, you know, come talk to me, we'll
21 talk. And she said I'd like to finish this up, the dishes that
22 she was doing. That's how that led up to --

23 Q. You called her over to join your conversation with
24 Devante, correct?

25 A. Yeah, if -- she was curious about it. She wanted to know

1 what I was talking about.

2 Q. And the meeting, the initial meeting you had with Devante,
3 you ended up in the back room with him because you asked him to
4 meet with you in the back room, correct?

5 A. No, I believe he was in the back room already.

6 Q. And you asked to speak to him while he was there?

7 A. Yeah, we always talk every time I was there.

8 Q. You told Joselyn and Devante similar to what you told
9 Justin, that employees stood to lose benefits if they unionized
10 because unionizing was akin to "gambling your benefits," is
11 that correct?

12 A. I said that all -- all aspects of the contract were up for
13 negotiation; that is correct.

14 Q. You told them that they were gambling their benefits,
15 right?

16 A. If I used that analogy it was just to explain to them that
17 everything is on the table. I might have used that like it's
18 like poker chips when you go all in, right, you've got to put
19 it all in, right? Maybe I used that analogy, yes, but that was
20 just to paint that visual like, it's up for negotiation.

21 MR. JACKSON: I'd like to present the witness with a
22 portion of GC Exhibit 5(a) from time stamp 020 to 238.

23 (Whereupon, the indicated portion of the audiotape was played.)

24 BY MR. JACKSON:

25 Q. Does that portion of the recording, GC-5(a) accurately

1 reflect something you said to Joselyn Chuquillanqui and Devante
2 Jones?

3 A. Yes. I didn't use the poker table, I used the dice.

4 MS. TOOKER: Judge, can we go off the record for
5 just a moment?

6 JUDGE GARDNER: Off the record.

7 (Whereupon, there was a brief pause off the record.)

8 JUDGE GARDNER: Back on the record.

9 COURT REPORTER: We're back on.

10 BY MR. JACKSON:

11 Q. You had a conversation with Joselyn Chuquillanqui on about
12 April 8, 2022 during which you discussed with her Starbucks
13 policy prohibiting recordings in the workplace, is that right?

14 A. That is correct.

15 Q. And you discussed that topic with Joselyn because you had
16 received information that employees were in fact recording
17 conversations that they had with you and with Beth Daniells
18 about unionization, correct?

19 A. Yes, that's correct.

20 Q. And you asked Joselyn whether she knew that employees were
21 recording conversations, correct?

22 A. I don't recall exactly what I said verbatim. I know that
23 I asked her not to record me, I didn't consent. She said -- or
24 I said that Starbucks has a policy, it's in the guide that you
25 cannot use recording devices in the store. She informed me

1 that -- let me see, how did she say it? She said New York -- I
2 believe she said New York State is a single party of consent, a
3 State where only -- you know, it only takes one person to
4 consent.

5 I was not aware of that nor did I ever use that in my
6 life so I said I beg to differ, you know, look it up, it's in
7 Starbucks' policy, you can get in trouble for that. I'm just
8 giving you, you know, letting you know don't do it if you're
9 doing it.

10 She said no, it's New York State law supersedes
11 whatever. I don't know exactly what quotes, you know, how she
12 said it. I said, well, I'll look into it and I did look into
13 it and she was right and I never brought it up again. So in
14 that essence she educated me on that.

15 Q. Did you ask her whether she knew people were recording in
16 the workplace?

17 A. I don't recall.

18 Q. All right.

19 MR. JACKSON: I'm going to have marked for
20 identification a recording that I'll label as GC Exhibit 6(a)
21 and I'll present to counsel, the Court Reporter and this is
22 Exhibit 6(a). And Your Honor a document that I'm marking for
23 identification as GC Exhibit 6(b) which I will represent is a
24 transcript of selected portions of the recording provided in
25 Exhibit 6(a).

1 (General Counsel's Exhibits 6(a) and 6(b) identified.)

2 JUDGE GARDNER: And I'd like to present to the
3 witness the portion of GC Exhibit 6(a) time stamped 1,055 to
4 1,340.

5 (Whereupon, the indicated portion of the audiotape was played.)

6 BY MR. JACKSON:

7 Q. The first -- well, first of all, that is your voice heard
8 on that portion of the audio, correct?

9 A. That is my voice, but I think the biggest portion of that
10 I was talking to Beth Daniells, not Joselyn. Joselyn was the
11 one washing the dishes and you hear all the clattering in the
12 back. It wasn't Joselyn. Joselyn chimed in, said something
13 about the recordings and that's where it took off. That was
14 from was later in the --

15 Q. So that background noise n, as far as you recall, that was
16 Joselyn washing dishes?

17 A. Yeah, I believe that was someone washing dishes there,
18 yeah, That's where the dish washing sink is.

19 Q. So at the initial part of that portion of the recording
20 you were speaking with Beth Daniells?

21 A. I believe that was Beth Daniells' voice.

22 Q. Then at some point Joselyn came into the conversation?

23 A. Yes.

24 Q. And after she came -- after she interjected into your
25 conversation, you asked her whether she knew that people were

1 recording in the workplace, correct?

2 A. I think I said it in the way it read there like, oh, so
3 that someone is recording us, yeah.

4 Q. Okay.

5 A. And she said no or whatever she said.

6 Q. So what we just heard in that portion of the recording
7 accurately reflects something you said to Joselyn
8 Chuquillanqui, correct?

9 A. Yeah.

10 Q. You are aware that the NLRB conducted an election among
11 the Great Neck Road store employees in about May of 2022,
12 correct?

13 A. Yeah.

14 Q. And you're also aware that the Union did not attain a
15 majority of the votes cast by employees in that election,
16 correct?

17 A. Correct.

18 Q. Shortly after the election results were announced you had
19 another conversation with Joselyn I the back room of the store
20 in which you discussed the Union campaign, correct?

21 A. I don't recall it, but yes, if you say.

22 Q. Do you recall -- you don't recall having a conversation
23 with Joselyn the day after the election?

24 A. The day after, I don't recall.

25 Q. Or shortly thereafter?

1 A. I don't recall.

2 Q. Do you remember speaking with Joselyn and Beth Daniells
3 shortly after the Union vote regarding the campaign?

4 A. When are we talking about?

5 Q. On May 4th.

6 A. May 4th and you're saying the Union campaign was when? I
7 mean the vote went to election when?

8 Q. Well, there's evidence in the record already that the
9 tally of ballots was completed by the NLRB on May 3rd.

10 A. On May 3rd and on May 4th you're saying I was in the store
11 talking to Beth?

12 Q. And Joselyn.

13 A. I don't -- I don't recall that. I don't remember going to
14 the store on May 4th right after the election.

15 Q. Do you remember going to the store and speaking about wage
16 increases that Howard Schulz had announced in May?

17 A. Did I go to the store specifically to talk about that, no.

18 Q. Do you recall being at the store sometime in May speaking
19 about wage increases that Howard Schultz had announced?

20 A. Yes, yes, those were common knowledge and they were posted
21 up. They go on a weekly update so for everyone to read, yes.

22 Q. And you spoke about that within your shot of employees,
23 correct?

24 A. If I spoke about it to somebody, yeah, I wouldn't just say
25 it to myself, yeah.

1 Q. And you also spoke about the fact that Mr. Schultz
2 intended to withhold those wage increases from employees who
3 had either unionized or who had filed a petition for a Union
4 election, is that correct?

5 A. I can't speak for Mr. Schultz's intent.

6 Q. No, I'm talking about what you spoke about.

7 A. What I spoke about?

8 Q. Yes, you spoke about the fact that these raises and Mr.
9 Schultz intended to give to his employees were only going to
10 accrue to those who had not engaged in Union activity, correct?

11 A. So what you're saying is that the Union raises -- I mean
12 not the Union raises, the raises wouldn't go to a Union shop is
13 what you're asking and --

14 Q. Are you aware of that?

15 A. Yes, I'm aware of that, yeah, that's on everything that
16 comes out. Like we cannot -- so anything that comes out, new
17 training, new this, it's been happening forever, if it's a
18 Union shop they cannot get those things without the collective
19 bargaining thing, you know, agreement.

20 They can't change the rules in the middle of a
21 collective bargaining -- like they can't go in and say, you
22 know what, we're implementing this and we're going to give it
23 to the Union without ever negotiating that. I think that's
24 against the law from my understanding. Now, I'm no law expert,
25 I didn't take any classes on this or anything, this just kind

1 of happened to me, so that being said, if I shared that, that's
2 what was shared with me.

3 Q. So you do recall sharing information about the wage
4 increases that Howard Schultz had announced --

5 A. Yeah, I believe all managers shared wage increases with
6 everyone, yeah.

7 Q. And you shared that information with employees too?

8 A. Probably did, yeah.

9 Q. Are you aware that Joselyn said that you and Howard
10 Schultz are "Union busters" in connection with your advocacy in
11 support of the Union?

12 A. Did she say it to me directly?

13 Q. Are you aware that she said that?

14 A. No. I mean unless she said it to me directly, I don't
15 recall her saying I'm a Union buster, nut she probably felt
16 that way. I don't recall that conversation.

17 Q. You don't remember her every telling you that you or
18 Howard Schultz was a Union buster?

19 A. If she said it, she said. I don't know, I didn't take it
20 with a grain of salt. Like if she said it, she said it. I
21 don't recall, I don't recall whether she said that to me.

22 Q. And to the extent that she said that, that wasn't
23 important to you?

24 A. What do you mean was it important to me?

25 Q. You said you took it with a grain of salt. What do you

1 mean by that?

2 A. I don't remember her saying that to me. If she said it,
3 let's hear it. I don't recall it.

4 Q. It's not something that bothered you?

5 A. I think you could read these transcripts and see early on
6 that I said clearly I have no -- I'm not for or against it.
7 It's not something that bothered me, it's not something that
8 really I'm thinking too much about to be honest with you.
9 Until this happened I was not even thinking about it so I'm not
10 a Union buster, I'm not against Unions if that's what you're
11 digging for, I'm not.

12 Q. So your testimony is that you don't care one way or
13 another whether Joselyn Chuquillanqui called you a Union
14 buster?

15 A. Get everybody in the store to testify that. Did I say
16 that? I don't care one way or the other, just educate
17 yourself, get the whole story here and have them testify and I
18 guarantee you they'll all testify that I did say that at some
19 point. Educate yourself. I don't care either way, I'm not
20 here to prescribe or sway you. That's the God's honest truth.

21 Q. You never told Joselyn that she was not permitted to say
22 that you were a Union buster?

23 A. I don't think I would take that lightly like if she said
24 that to me. I'd take offense to it. She's called me an oasis
25 before. Joselyn's special, but we'll just leave that the way

1 it is.

2 Q. I agree she's special. Now, so you're saying that if she
3 told you you were a Union buster it didn't bother you, correct?

4 A. If she told me I was a Union buster I'd probably take a
5 little offense to that, yeah. I probably would have taken
6 offense to it, yeah.

7 Q. You directed her that she was not allowed to say that,
8 correct?

9 A. I don't recall that.

10 Q. Okay. I'm going to --

11 A. I don't recall it.

12 MR. JACKSON: I'm going to mark for identification a
13 recording that I'll label GC Exhibit 7(a) and I'm going to
14 present to counsel, the Court Reporter and Your Honor a
15 document I'll ask be marked for identification as GC Exhibit
16 7(b).

17 (General Counsel's Exhibits 7(a) and 7(b) identified.)

18 BY MR. JACKSON:

19 Q. And I'd like to present the witness with the portion of GC
20 Exhibit 7(a) time stamped 2,357 to 2,555.

21 (Whereupon, the indicated portion of the audiotape was played.)

22 THE WITNESS: I do recall that now.

23 BY MR. JACKSON:

24 Q. You do recall that conversation?

25 A. Yes, yes.

1 Q. Do you recall now that you told Joselyn that she was not
2 permitted to say that you or Howard Schultz was a Union buster?

3 A. I absolutely --

4 MR. MENDELSON: Objection.

5 JUDGE GARDNER: Overruled, go ahead.

6 THE WITNESS: Okay, I absolutely don't believe it's
7 healthy for the work environment for partners to call anybody a
8 name. It's against our mission and values. It's not creating
9 the environment and I absolutely stand by that, yes. I would
10 say that again for anyone who's going around calling partners
11 names, any name, race, a sympathizer, Union buster, anything
12 like that.

13 You know, if you're calling people names that's not
14 creating the environment. It actually goes against our
15 mission. We treat people with dignity and respect.

16 Q. Does that portion of the recording we just heard
17 accurately reflect a conversation -- a portion of a
18 conversation you had with Beth Daniells and Joselyn
19 Chuquillanqui?

20 A. I don't -- say that again, Beth Daniells?

21 Q. Does that portion of the recording we just heard
22 accurately reflect a portion of a conversation you had with
23 Beth Daniells and Joselyn?

24 A. Yes.

25 Q. The woman's voice who we heard, the initial part of that

1 portion of the recording, that's Beth Daniells, correct?

2 A. I don't remember what the initial was.

3 Q. I understand.

4 A. But I don't know if it was Beth or Joselyn, I don't
5 remember.

6 MR. JACKSON: Okay, can we play it again or at least
7 can we play from 2,357 to the time when the first woman's voice
8 appears?

9 (Whereupon, the indicated portion of the audiotape was
10 replayed.)

11 THE WITNESS: That's Beth Daniells.

12 BY MR. JACKSON:

13 Q. So that female voice is Beth Daniells.

14 A. She said I'm a gay female and you're not being --

15 Q. She said I'm a gay female?

16 A. Yeah, that's what that sounded like to me.

17 Q. And do you remember hearing Joselyn's voice at any time
18 during that portion of the recording?

19 A. You can play it again, I don't remember.

20 Q. That's okay, I don't -- you were the one who notified
21 Joselyn that she had been terminated, correct?

22 A. No, no, Beth Daniells notified Joselyn that she had been
23 terminated. I sat in as a witness which is common practice.

24 Q. You didn't read to her the notice of separation?

25 A. Possibly, yes.

1 Q. So you do recall having a meeting in which Beth Daniells
2 and Joselyn were present and you presented Joselyn with the
3 notice of separation?

4 A. Yes, the notice of separation, yes.

5 Q. And that occurred on July 27, correct?

6 A. I believe that to be the date, yes.

7 Q. You made the decision to fire Joselyn, isn't that correct?

8 A. No it's not correct.

9 Q. Do you know who did?

10 A. No. That was dealt with with the Legal Department,
11 Starbucks legal and Starbucks Partner Relations.

12 Q. You were involved in those discussions, correct?

13 A. Not really, no. That was Joselyn -- that was Beth talking
14 to Legal and talking to -- actually was I involved? Yeah, I
15 did get on a call about it with Legal, with our -- I think it's
16 Robin Ruddeman who's part of our attorneys.

17 Q. What was the name?

18 A. Robin Ruddeman, I believe. She's a --

19 Q. Do you remember who else was on that call?

20 A. Pearl, Pearl, Laura, I believe Laura.

21 Q. Laura, you don't remember her last name?

22 A. Jack -- I'm going to butcher it so, yeah, I can get it --

23 Q. Does it start with an H?

24 A. Yeah, yeah.

25 Q. So Laura H.

1 A. Yeah, Laura H.

2 Q. What position did Laura H have?

3 A. She's a Pro Team member.

4 Q. Pro Team?

5 A. Yeah, Partner Relations team.

6 Q. So you, Ms. Ruddeman, I think you said --

7 A. Yeah and Alexis, my boss.

8 Q. Alexis Vertucci?

9 A. Yeah, yeah.

10 Q. Anyone else on that call?

11 A. I believe that was it.

12 Q. When did this call happen as far as you know?

13 A. Don't recall the day.

14 Q. How long before you met with Joselyn to notify her of her
15 discharge did that call occur?

16 A. Very early on.

17 Q. Very early on?

18 A. Yeah, I'm going to say when Beth sought guidance for the
19 infraction. When Beth was seeking guidance, that's when I had
20 her reach out to Partner Relations and see what level of
21 support they would provide.

22 Q. And you just referenced "the infraction." What are you
23 referring to there?

24 A. What I'm referring to is Joselyn's losing of the keys,
25 taking a spare set out of the safe, not informing her manager

1 who was away, who was out of town that she had not found her
2 set of keys. Giving the keys to a barista to return and
3 pretending like -- coming in the next day -- I'm not even going
4 to say pretending, just didn't make us aware that the keys
5 weren't secured.

6 And Beth comes to work and learns from a barista that
7 Joselyn had not yet found her keys and I think Beth instantly
8 called and said, you know, we need to change the cylinder
9 locks. We don't know who has these keys. And she made the
10 proper call. That's the infraction we're talking about.
11 Joselyn didn't reach out to me for many things over the course
12 of my tenure. She did not reach out for this.

13 Q. Starbucks has a policy or certain rules for regarding
14 employees' handing of store keys, correct?

15 A. I'm pretty sure we're supposed to keep them secure, yes.
16 I can't quote the policy verbatim.

17 Q. And that policy doesn't only apply to the Great Neck Road
18 store, correct?

19 A. Listen, that policy should be everywhere.

20 Q. The policy applies nationwide, right?

21 A. I would imagine, yeah.

22 Q. I just have one more line of questioning with you, Mr.
23 Leon.

24 A. Okay.

25 Q. Thank you for your patience. All right.

1 MR. JACKSON: Now, Your Honor, maybe we need to go
2 off the record because my next exhibit involves a video and we
3 may need to do some tricks with the technology they presented.

4 JUDGE GARDNER: Let's go off the record.

5 COURT REPORTER: We're off record.

6 (Off the record from 12:49 p.m. to 12:51 p.m.)

7 JUDGE GARDNER: On the record.

8 COURT REPORTER: We're on the record.

9 MR. JACKSON: Okay, I am marking for identification
10 a video which I'll label as GC Exhibit 8. (General Counsel's
11 Exhibit 8 identified.)

12 MR. JACKSON: And I'll just play a portion of the
13 video. Just as a sample, let's play the first 90 seconds.
14 (Whereupon, the indicated portion of the audiotape was played.)

15 MR. JACKSON: Okay. Can I ask Lynda to come back?

16 BY MR. JACKSON:

17 Q. Mr. Leon, you've seen this video before, correct?

18 A. No.

19 Q. No?

20 A. I don't believe I have.

21 Q. Are you aware that employees -- well, first of all, do you
22 recognize that that's Howard Schultz in the black sweater?

23 A. That is Howard Schultz.

24 Q. You're aware that employees at Great Neck Road store were
25 asked to watch this video, is that correct?

1 A. I don't -- I don't recall asking them anyone to watch a
2 video.

3 MR. JACKSON: Okay, I have no further questions for
4 the witness.

5 JUDGE GARDNER: Mr. Mendelson, I think you said you
6 wanted to ask a few initial cross examination questions before
7 we break for lunch on one specific topic, is that fair?

8 MR. MENDELSON: That's correct, Your Honor.

9 JUDGE GARDNER: Okay. And you asked for maybe five
10 minutes.

11 MR. MENDELSON: I'm hoping. I have to just pull a
12 document out and then well be good.

13 JUDGE GARDNER: Okay, go ahead.

14 MR. MENDELSON: I have copies. What number is that?

15 We have pre-marked certain exhibits, but had not
16 finished that process so to the extent I'm going to ask
17 everyone to mark this as Employer Exhibit 53, five three.

18 JUDGE GARDNER: It's Respondent.

19 MR. MENDELSON: Respondent, okay.

20 JUDGE GARDNER: 53 not 5-3?

21 MR. MENDELSON: Correct.

22 (Respondent's Exhibit 53 identified.)

23 MR. MENDELSON: Does the witness have it, my back
24 was turned.

25 COURT REPORTER: Yes, sorry.

CROSS EXAMINATION

BY MR. MENDELSON:

Q. Mr. Leon, would you please review this document and tell me when you're done doing so?

(Whereupon, the witness reviewed the document.)

A. Okay.

Q. Okay, do you recognize this, sir?

A. This looks like the email I sent to Alexis.

Q. Yes. Well, go - that's the reference to the email strings so the top email is what you just referenced. Go one down.

A. Okay.

Q. Do you recognize this email from Christina Gallo, and you may not know who that is. I'll represent to you that's a lawyer with the law firm that represents the Union. In fact, Ms. Hahn is here today from that same firm and do you see to whom it was sent?

A. It was sent to Kevin Johnson and Mario Leon.

Q. Okay. And sir, do you have any reason sitting here today -- well, let me ask first. Do you remember receiving this email?

A. Not really remember it. I didn't dive into it, but I did forward it, so yes.

Q. Do you have any reason to believe you did not receive it?

A. No, I have no reason to believe I did not receive it.

Q. Okay. And if you look down further do you see where it

1 indicates that there were certain attachments?

2 A. Yes.

3 Q. Okay. And I got lazy when I was putting them together.
4 General Counsel has marked today as General Counsel Exhibit
5 1(a), a document, and I'm going to show that document to you
6 now. Take a look at it.

7 A. Um-hum. Okay.

8 (Whereupon, the witness reviewed the document.)

9 Q. Do you recognize that document, sir?

10 A. I believe this is one of the attachments.

11 Q. Okay. Do you think you've ever seen that before?

12 A. Right, before I sent it to -- to my boss.

13 Q. Okay, you can put that to the side, sir.

14 MR. MENDELSON: I have to ask Mr. Jackson a
15 question.

16 BY MR. MENDELSON:

17 Q. Now, sir, I'm going to show you a document that Mr.
18 Jackson earlier today marked as General Counsel Exhibit 2.
19 Could you take a look at that?

20 (Whereupon, the witness reviewed the document.)

21 A. Okay.

22 Q. Do you have a specific recollection, sir, of receiving
23 General Counsel Exhibit 2 by email?

24 A. No.

25 Q. I understood you to testify on direct examination that you

1 believed you had seen it previously.

2 A. I was assuming that it was something they probably sent me
3 that I didn't read. I don't know.

4 Q. Have you ever seen General Counsel Exhibit 2 posted on the
5 Internet or in some other place of that sort?

6 A. It's possible.

7 Q. Okay. So again, sitting here today do you have any
8 specific recollection of receiving General Counsel Exhibit 2?

9 A. A general recollection of receiving it?

10 Q. I said a specific recollection. If I didn't say that I
11 misspoke.

12 A. Oh, a specific recollection. No.

13 MR. MENDELSON: That will suffice for the moment,
14 Your Honor.

15 JUDGE GARDNER: Okay, so we are going to take a
16 lunch break and we'll resume after lunch with the cross
17 examination of Mr. Leon.

18 MR. MENDELSON: Yes, sir. I have a question. We
19 can do it off the record, I don't need to do it on the record.

20 JUDGE GARDNER: Yeah, we're going to go off the
21 record now.

22 COURT REPORTER: We're off the record.

23 (Whereupon, a luncheon recess was taken from 1:01 p.m. until
24 2:10 p.m.)

25

1	A F T E R N O O N	S E S S I O N
---	-------------------	---------------

2 (Time: 2:10 p.m.)

3 JUDGE GARDNER: On the record.

4 COURT REPORTER: We're on the record.

5 JUDGE GARDNER: Okay, did Respondent have anything
6 further at this time of Mr. Leon?

7 MR. MENDELSON: Your Honor, we'll resume the cross
8 examination and/or the presentation of Mr. Leon's direct
9 testimony on Respondent's case for when he returns as a
10 witness.

11 We would like to move Respondent's Exhibit 53 into
12 evidence.

13 JUDGE GARDNER: Any objection?

14 MR. MENDELSON: No objection to it, Your Honor.

15 JUDGE GARDNER: At this time I will hear from
16 Charging Party.

17 MS. HAHN: No objection, Your Honor.

18 JUDGE GARDNER: Okay, R-53 is received.

19 (Respondent's Exhibit 53 received.)

20 JUDGE GARDNER: Anything else?

21 MR. MENDELSON: No, Your Honor, thank you.

22 JUDGE GARDNER: Okay. Mr. Jackson, do you have
23 another witness?

24 MR. JACKSON: Yes. The General Counsel calls David
25 Saff to the stand. I believe, Your Honor, would you like the

1 witness to remove the mask?

2 JUDGE GARDNER: It would be my preference. However,
3 if you're comfort does not allow for that, you could keep it
4 on.

5 Can I ask you to raise your right hand, please?
6 Whereupon,

7 DAVID SAFF,
8 was called as a witness by and on behalf of the General Counsel
9 and, having been first duly sworn, was examined and testified
10 on his oath, as follows:

11 JUDGE GARDNER: Okay. And would you make sure to
12 keep your voice up when you're answering the questions and
13 start by just spelling your first and last name for the Court
14 Reporter.

15 THE WITNESS: Okay. D-a-v-i-d, David Saff, S-a-f-f.

16 DIRECT EXAMINATION

17 BY MR. JACKSON:

18 Q. Good afternoon, Mr. Saff.

19 A. Good afternoon.

20 Q. Thank you for joining us today. For whom are you
21 currently employed?

22 A. Workers United, New York/New Jersey Joint Board.

23 Q. Is that organization related to the Charging Party in this
24 case, Workers United affiliated with SEIU?

25 A. Yes, it's one of the regional joint boards.

1 JUDGE GARDNER: Just right from the start if you
2 could just elevate your voice a little bit?

3 THE WITNESS: Yes.

4 MR. MENDELSON: What was that last answer, the last
5 part of the answer?

6 THE WITNESS: Yes, it's part of -- it's one of the
7 regional joint boards of Workers United.

8 BY MR. JACKSON:

9 Q. I'm going to refer to Workers United and Workers United
10 New York/New Jersey Joint Board collectively as the Union. Do
11 you understand if I do that?

12 A. Yes.

13 Q. What is your position or job title in the Union?

14 A. I'm a staff organizer.

15 Q. When did you begin working for the Union?

16 A. I began working with the Union early March.

17 Q. Of what year?

18 A. 2022.

19 Q. During the time that you have worked for the Union have
20 you been a staff organizer throughout that period?

21 A. Yes.

22 Q. What are your job duties and responsibilities as a staff
23 organizer for the Union?

24 A. I work with the leads that come in or the folks who are
25 wanting to organize their stores, Starbucks stores, Starbuck

1 locations or other Starbucks and other coffee locations.

2 Actually any -- any work that submits a lead we follow up with.

3 I work with these workers through the whole
4 unionizing process from getting their cards signed to submit to
5 the NLRB and then throughout the election process and after,
6 during the contract negotiation process.

7 Q. In what ways do you work with employees in connection with
8 the election process?

9 A. Yeah, so I work with -- so folks will reach out to us and
10 we'll work with, you know, a group of the folks interested in
11 unionizing at the location. So it's kind of a coaching thing
12 where I work with them and how to speak with their other
13 coworkers about organizing at their -- forming a Union at their
14 location and then they will go out and speak with their
15 coworkers about the Union and about what it can bring to their
16 workplace. Yeah.

17 Q. Have you ever worked on an organizing campaign involving a
18 Starbucks facility?

19 A. Yes.

20 Q. How many different Union campaigns have you worked on
21 involving a Starbucks facility where the Union either filed for
22 an election -- where the Union filed for an election at the
23 NLRB?

24 A. I've worked on five where the Union has filed for an
25 election.

1 Q. Can you name them?

2 A. Astoria Boulevard; Astoria Ditmars; Nanuet, the store in
3 Nanuet; Williamsburg Reserve and this Great Neck location.

4 Q. How does the Union typically initiate an organizing
5 campaign at a Starbucks facility?

6 A. The Union will wait for a lead to come in through one of
7 our existing partners that we work with, one of the -- someone
8 knows a -- someone at another store that's interested in
9 organizing. We also have an online portal where people can
10 submit organizing requests and then we have other means of
11 getting in touch with us, the Twitter and someone else.

12 Q. What's the online portal you mentioned?

13 A. So that's through our website where folks can fill out
14 some of their personal information and what store they work at
15 and then they reach out to us. They have their contact
16 information listed. We'll email them or call them through
17 that.

18 Q. Based on your experience if no employee who works inside a
19 particular Starbucks store reaches out to the Union for help
20 with organizing, would the Union be able to sustain an
21 organizing drive at that Starbucks facility?

22 A. No, we would not.

23 Q. Why not?

24 A. Because we do not -- we work with the people that reach
25 out to us. We don't take the first step in -- in reaching out

1 to them.

2 Q. So again based on your experience, if the Union had no
3 contact with an employee inside a particular Starbucks' store
4 would you be able to organize that store?

5 A. No, we would not.

6 Q. When did you begin working on the organizing campaign
7 involving the Great Neck Road store?

8 A. I began in March of 2022.

9 Q. What has been your role in the Union's campaign at the
10 Great Neck Road store?

11 A. I came in to take over from Julie Kelly who was originally
12 working on this campaign and I've been working with three of
13 the workers at the time at the store to form the Union. Yes,
14 so I was working with them and we were discussing ways to go
15 about forming the Union and having these conversations with
16 their coworkers about forming the Union.

17 Q. You mentioned Julie Kelly. Who is she?

18 A. The general manager of the New York/New Jersey Regional
19 Joint Board.

20 Q. And what is your understanding of the role Ms. Kelly had
21 in the Great Neck store organizing campaign before you joined
22 the -- started working for the Union?

23 A. So from my understanding Joselyn had reached out to the
24 Joint Board and Julie Kelly was -- this is before I was
25 employed there and Julie Kelly was working with -- throughout

1 the initial process until she handed it off in March.

2 Q. What, if anything, did Julie Kelly tell you about the
3 organizing campaign in the Great Neck Road store at the time
4 you assumed responsibility for this campaign?

5 A. Yes, she had told me that they had filed with -- they had
6 filed for the Union election with 15 cards which I believe at
7 the time was the full -- was everyone at the store and that's
8 about, you know, they had filed for a Union unanimously and
9 they had submitted a letter -- they had written a letter signed
10 by 13 out of those 15 workers at the time expressing their
11 interest in unionizing.

12 Q. Did you see that letter?

13 A. Yes, I did.

14 MR. JACKSON: I'm going to present the witness a
15 document, GC Exhibit 2. It's already been marked for
16 identification.

17 BY MR. JACKSON:

18 Q. Just take a moment to review the letter and let me know
19 when you've had a chance to do so. Its two sides, I don't know
20 if you --

21 (Whereupon, the witness reviewed the document.)

22 BY MR. JACKSON:

23 Q. Can you tell us what that exhibit marked as GC Exhibit 2,
24 can you tell us what that document is?

25 A. Yeah, this document is from the represented Organizing

1 Committee at the Great Neck Starbucks location signed by 13 of
2 the members of that store. It is to Kevin Johnson, CEO and
3 President at the time of Starbucks saying that they are
4 deciding to unionize and that they ask that Starbucks
5 recognizes the Union voluntarily and that it is signed, the
6 non-interference infraction at the polls just at the back.

7 Q. What is that, that non-interference infraction, what is
8 that?

9 A. It is, I believe, just a document saying that Starbucks
10 will not interfere and try to Union bust in this campaign and
11 will stay neutral and will allow the workers to decide for
12 themselves.

13 Q. Did the Union create that document, the non-interference
14 document?

15 A. Yes, I believe so.

16 Q. Do you know whether the Union sent that document to
17 Starbucks in any way, shape, or form?

18 A. I believe it was sent from an email that's giving the
19 process that we have used for the other unionized stores. This
20 document was one posted on Twitter through one of our Twitter
21 accounts, firststarbucksworkersunited and also emailed to
22 Starbucks.

23 Q. And what makes you believe that?

24 A. That's how we've been -- that's how we've been sending the
25 letter the day of -- the day that we filed for the Union

1 election.

2 Q. And do you know who the Union typically sends it to?

3 A. Typically the CEO at the time, Kevin Johnson.

4 Q. Anyone else?

5 A. And the manager, the store manager and the district
6 manager, I believe so we have their emails on hand.

7 Q. Thank you. That's my copy. Thank you.

8 Are you familiar with the former employee at the
9 Starbucks Great Neck Road store named Joselyn Chuquillanqui?

10 A. Yes.

11 Q. Did Joselyn assist the Union in any way in an organizing
12 campaign at the Great Neck Road store?

13 A. Yes.

14 Q. Can you describe what role Joselyn had in the Union's
15 organizing campaign?

16 A. Joselyn was the name, leader and organizer of the Union at
17 the store. She worked with Justin Wooster and Revna Charez as
18 well, but Joselyn was definitely the de facto leader. I
19 believe she was at the store for a number of years and was a
20 vocal participant in the store -- a vocal -- a vocal advocate
21 for the Union both in the store and in the press as well. She
22 signed the letter to Kevin Johnson, of course yes.

23 Q. Did the Union have an Organizing Committee for this
24 campaign?

25 A. Yes, which consisted of Joselyn, Justin and Revna.

1 Q. And what makes you identify those three as the Organizing
2 Committee?

3 A. Those three were the three workers that we had direct
4 contact with, who would meet regularly with and discuss the
5 Union and where the store stands in terms of whether or not
6 they want to vote for the Union or not. They also did the work
7 of planning Union meetings and having conversations with
8 coworkers about the Union.

9 Q. And can you tell us more about what Joselyn in particular
10 did in her role as the member of the Organizing Committee?

11 A. Yes, Joselyn, like I said, did -- had conversations with
12 folks at her store about they should join the Union, it's
13 forming again. She also spoke publicly to the press about the
14 Union drive that she was spearheading and she also worked with
15 Justin and Revna to call -- to call meetings about adopting the
16 Union.

17 Q. Now, before the representation election involving
18 employees at that Great Neck store did the Union ever attempt
19 to convey messages or information to employees at the store?

20 A. Could you repeat the question?

21 Q. Yeah. Before the election results were announced did the
22 Union ever attempt to convey any messages or information to
23 employees at the Great Neck Road store?

24 A. We would communicate with Justin, Joselyn and Revna about
25 updates and about things going on at the store. If we wanted

1 to -- if someone had a question from the Union it would
2 typically go to one of those three that would then get asked to
3 me and we would try to follow up that way.

4 We also scheduled with the Organizing Committee a
5 Town Hall Meeting, I believe, during the period, voting period
6 to discuss people's questions with the Union before they submit
7 their ballots.

8 Q. Do you recall how many meetings you organized in advance
9 of the -- with employees in advance of the election?

10 A. Successfully organized the one Town Hall.

11 Q. Did you ever attempt to organize a meeting and it was
12 unsuccessful?

13 A. Yes, we attempted while Joselyn was away on vacation.
14 Justin and Revna and I attempted to organize another Town Hall,
15 but that never came to fruition until Joselyn returned.

16 Q. And how did the Union go about inviting employees to the
17 Union meeting?

18 A. That was through those three folks, Justin, Joselyn and
19 Revna. They would reach out to their partners whether they
20 were texting or talking in person to invite them.

21 Q. When was the -- when was the meeting with Great Neck store
22 employees that you participated in?

23 A. I believe it was in April during the voting period while
24 they had to mail ballots out.

25 Q. Do you recall specifically in April?

1 A. I don't recall the specific date.

2 Q. Do you remember whether it was early April or mid-April or
3 late April?

4 A. I would -- I'm not sure, I would guess early April. I'm
5 trying to --

6 Q. Early April as far as you recall?

7 A. Um-hum.

8 Q. Is that a yes?

9 A. Yes.

10 Q. And where did the meeting take place?

11 A. Over Zoom.

12 Q. Do you recall which employees joined the meeting?

13 A. Yes. Justin, Joselyn and Revna, of course, and as well as
14 Brianna, Lavender, and Taydoe.

15 Q. Due diligence each of those employees stay in the Zoom
16 meeting room throughout the time that you were meeting?

17 A. Taydoe left early. He was in transit and at some point
18 just jumped off the call.

19 Q. But the other employees did stay throughout the time that
20 you all were meeting?

21 A. Yes.

22 Q. Do you recall whether Taydoe said anything during the
23 meeting before he left?

24 A. He introduced himself, didn't ask any questions about the
25 Union, seemed to be listening for a little bit and then jumped

1 off.

2 Q. Did either Brianna or Lavender say anything during the
3 meeting?

4 A. Yes, they were asking some questions about the Union and
5 about some things that they had heard from their managers about
6 the Union.

7 Q. What did they say they had heard from their managers?

8 A. They had -- Brianna or Lavender was asking or maybe both
9 of them were asking about if Joselyn was being paid by the
10 Union, to which we said no, because she wasn't. They had heard
11 that from -- one of them had heard that from Mario and so they
12 were asking about that. They were asking about strike
13 participation, asking if strikes were mandatory and they were
14 asking about -- that's what I can recall right now.

15 Q. Did either Brianna or Lavender explain why they believed
16 strikes might be mandatory?

17 I believe that was because of what they had heard
18 from Mar -- one of their managers.

19 Q. What do you recall them saying about that?

20 A. They thought that if the Union decided to go on strike
21 that they would have to go on strike as well. Then we told
22 them that's -- the unit would vote for strike authorization and
23 that even if that happens they can choose not to go on strike.

24 Q. Do you remember any employees during this meeting speak
25 about bargaining from scratch?

1 A. Yes.

2 Q. What do you recall about that?

3 A. Lavender of Brianna was asking if they would basically
4 lose all of their benefits during the bargaining session and
5 have to start from zero essentially.

6 Q. Did Brianna or Lavender express where they had gotten that
7 idea from?

8 A. Yes, I believe they had heard it from one of their
9 managers.

10 Q. Is that what they said?

11 A. Yes.

12 Q. Did you say anything in response to the bargaining from
13 scratch comment by Brianna or Lavender?

14 A. Yes, I told them that bargaining would start from where
15 their current benefits and wages are now.

16 Q. And how did you respond to their comments about mandatory
17 strike? Oh, I'm sorry, strike that. I think you already
18 answered that.

19 Do you recall whether Joselyn said anything in
20 response to the issues raised by Brianna and/or Lavender?

21 A. Yes, Joselyn had brought up that she wasn't -- or had said
22 that she was not getting paid by the Union.

23 Q. Do you remember whether she addressed any of the other
24 issues raised by Brianna or Lavender?

25 A. I believe she did speak up during those other issues, but

1 I'm not -- I don't recall what exactly she said.

2 Q. Do you recall whether there was any discussion about a
3 shop steward during the --

4 A. Right, I do. There was I believe the topic of -- I don't
5 recall exactly how the topic came up, but there was discussion
6 of how they would communicate with the Union and I discussed
7 that. I told Lavender and Brianna that, you know, they would
8 elect a shop steward to represent the unit to relay things
9 happening at the store to the Union.

10 Q. Did you discuss who might become the shop steward at the
11 Great Neck store if the Union was selected?

12 A. I think I suggested Joselyn, yes.

13 Q. Do you recall anything else that you discussed with the
14 employees during the meeting in April?

15 A. That's all I recall now.

16 Q. Do you know whether Justin Wooster is still employed at
17 the Great Neck Road store?

18 A. He is not.

19 Q. And are you aware that Starbucks fired Joselyn on July
20 27th?

21 A. Yes.

22 Q. Do you know whether Revnov Charez is still employed at the
23 Great Neck Road store?

24 A. They are not.

25 Q. Did Revnov tell you anything about the circumstances

1 surrounding the end of their employment?

2 A. Yes. I had seen Revnov the night of the vote count and
3 they had shown me a letter they had written to, I believe,
4 Beth, their manager, saying that they were going on strike
5 because of the parameters of the election and because of
6 Starbucks' Union busting tactics.

7 Q. Did anything that Revnov showed you indicate whether
8 Revnov actually sent that letter to a Starbucks' manager?

9 A. I believe she showed me as a text or as an email to the
10 manager.

11 Q. And did that indicate anything about whether it was sent?

12 A. Yes, it was. She showed me, you know, as I think what you
13 collected in largest messages. Yes, I don't know how to
14 explain it now.

15 Q. Well, to the best of your ability could you explain that?

16 A. Yeah. She showed me, you know, I guess her message
17 history with that -- and the picture, the document, however she
18 uploaded it, the letter showing that it was sent to them.

19 Q. And do you recall when Revnov showed you their letter, the
20 communication with the manager?

21 A. Yeah, that would be the night of the Union vote counts.
22 The time maybe around 9:00 o'clock.

23 Q. Has the absence of Justin, Revnov and Joselyn from the
24 Great Neck Road store had any impact on the Union's organizing
25 campaign?

1 A. Yes.

2 Q. Could you describe what that -- what have been the
3 implications to the organizing campaign of their absence?

4 A. The implications have been that it's been nearly
5 impossible to reach out to other folks to get involved with the
6 Union because there are three primary sources of contact with
7 the rest of their coworkers. Their leavings and Joselyn's
8 firing has -- has made other folks in the store more nervous to
9 participate in the Union. Yeah.

10 Q. Does the Union at the present time have any direct contact
11 with any current Great Neck Road store employees?

12 A. No, we do not.

13 Q. Do you know who still even works there?

14 A. I don't know the exact list, no.

15 Q. When was the last time you had any communication with
16 someone who was presently employed at the Great Neck Road
17 store?

18 A. Direct communication would probably be with Joselyn on the
19 last that she was fired.

20 Q. Are you aware of any other Union official who has had
21 recent communication with the current Great Neck Road store
22 employees?

23 A. No.

24 Q. Since the time that Joselyn was fired from Starbucks have
25 you attempted on behalf of the Union to get help from any

1 current Great Neck store employee?

2 A. Yes, we have tried to reach out to someone via Joselyn,
3 you know, with her as communicating or texting this person, but
4 they have not wanted to get involved out of fear of
5 retaliation.

6 Q. Have you tried to get in touch with Revnov Carez within
7 the past month?

8 A. Yes.

9 Q. How have you attempted to contact Revnov?

10 A. Via text.

11 Q. And for what purpose did you try to contact Revnov?

12 A. I was trying to get Revnov involved in this NLRB
13 proceedings to participate as a witness.

14 Q. Have you received any communications from Revnov in
15 response to your effort to reach them?

16 A. Yeah, they said that they were in Europe somewhere,
17 somewhere out of the country, but setting abroad and that they
18 didn't think they'd be able to participate in the trial.

19 Q. Do you know whether Joselyn's discharge was covered by any
20 news media or publication?

21 A. Yes, it was.

22 Q. Did you see any news media coverage for Joselyn's
23 discharge at or around the time the first reports were
24 published?

25 A. Yes, I did.

1 Q. Okay.

2 MR. JACKSON: I'm going to have marked for
3 identification -- a document I'm going to have marked for
4 identification as GC Exhibit 9. I'm handing copies to Your
5 Honor, counsel, and the witness.

6 In fact, excuse me, Ms. Court Reporter, but I would
7 actually like to have these marked individually as GC 9(a)
8 through (e), (a) through (e) and each stapled back in there.

9 JUDGE GARDNER: Are you sure it's not (f)?

10 MR. JACKSON: Maybe. Yeah, it's (a) through (f),
11 (a) through (f), excuse me.

12 (Whereupon, there was colloquy between Counsel and the Court
13 Reporter.)

14 MR. JACKSON: That's correct, thank you.
15 (General Counsel's Exhibit 9(a) through 9(f) identified.)

16 BY MR. JACKSON:

17 Q. So I'll start with -- I want to first call you attention
18 to GC Exhibit 9(a). Do you recognize this document?

19 A. Yes, I do.

20 Q. Can you tell us what it is?

21 A. This is an article that was published by Newsday about
22 Joselyn's firing from Starbucks.

23 Q. Okay. Did you -- have you ever seen that document before
24 today?

25 A. Yes, I have.

1 Q. Do you recall approximately when you first saw it?

2 A. Around the end of July when this was published.

3 Q. And how did you see it?

4 A. Our Press Coordinator Leann who updates us whenever
5 there's coverage of the campaign sends it to us.

6 Q. And Leann, what's her last name?

7 A. Torre Murphy, I believe.

8 Q. I'll just call her Leann since that's the way you seem to
9 refer to her. Did Leann just tell you about the article or did
10 she share a copy of it with you?

11 A. I shared a link and cut the article.

12 Q. Okay. Can I direct your attention to GC Exhibit 9(b)
13 which states Long Island Press in big letters at the top?

14 A. Yes.

15 Q. Do you recognize that document?

16 A. Yes, I do.

17 Q. Can you tell us what it is?

18 A. This is an article from the Long Island Press about
19 Starbucks being accused of unfair labor practices after firing
20 Joselyn.

21 Q. Have you seen this article before today?

22 A. Yes.

23 Q. Do you recall approximately when was the first time you
24 saw it?

25 A. It was published on August 3rd and I probably saw it

1 around August 3rd or 4th.

2 Q. What is Long Island Press, by the way?

3 A. It's a publication covering news in Long Island.

4 Q. What is Newsday?

5 A. Newsday is also a popular Long Island news source.

6 Q. And how did you come to see this Long Island Press article
7 that I've marked as GC 9(b)?

8 A. It was also sent to me in the group chat by Leann.

9 Q. And I direct your attention to GC 9(c).

10 A. Yes.

11 Q. Can you tell us what this document is?

12 A. This is another article by the Long Island Press. This
13 one's covering the rally that was for -- started for Joselyn at
14 the Great Neck Plaza.

15 Q. Have you seen this article before today?

16 A. Yes.

17 Q. Approximately when did you first see it?

18 A. Around August 16th or -- yeah, on August 16th.

19 Q. And how did you see it?

20 A. On line sent to me by Leann.

21 Q. Did you read it at that time?

22 A. Yes.

23 Q. Okay. I direct your attention to what I've marked as GC
24 Exhibit 9(d). Can you tell us what that is?

25 A. Yes, this is from the Amsterdam News. This is a story

1 from -about Joselyn getting fired.

2 Q. Have you seen this story from the Amsterdam News before
3 today?

4 A. Yes, I have.

5 Q. Do you remember when approximately you first saw it?

6 A. Around August 11th.

7 Q. And how did you come -- come across the article?

8 A. It was also sent by Leann to me.

9 Q. And did you read it at the time?

10 A. Yes.

11 Q. Can I direct your attention to what I've marked as GC
12 Exhibit 9(e)? Can you tell us what this document is?

13 A. This is an article from Left Voice about Starbucks firing
14 Joselyn in retaliation for organizing.

15 Q. What is Left Voice, as far as you know?

16 A. Left Voice is a publication covering leftist politics and
17 stories. They get a lot of -- they do a lot of media coverage.

18 Q. Oh, and I forgot to ask you, do you know what Amsterdam
19 News is?

20 A. Amsterdam News I'm not quite as familiar with, but I
21 believe it covers the New York area.

22 Q. Okay. Have you seen this article from Left Voice at any
23 time before today?

24 A. Yes, I have.

25 Q. When did you first see it approximately?

1 A. Around August 12th.

2 Q. And how did you come across it?

3 A. This was also sent to me by Leann.

4 Q. Did you read it at the time?

5 A. Yes.

6 Q. Okay. Can I direct your attention to what's marked as GC
7 9(f)? Can you tell us what this document is?

8 A. This is an article from BBC about Joselyn's firing as
9 well.

10 Q. What is BBC?

11 A. I believe it's British Broadcasting Center, but it is a
12 world news publication.

13 Q. And have you seen this BBC article at any time before
14 today?

15 A. Yes, it was sent to me on August 15 by Leann.

16 Q. Did you read it at the time?

17 A. Yes.

18 MR. JACKSON: I move for the admission of GC
19 Exhibits 9(a) through (f).

20 JUDGE GARDNER: Any objection?

21 MR. MENDELSON: I guess I'm trying to understand the
22 purpose of the admission. There's no assertion that the
23 content is necessarily true, is there?

24 MR. JACKSON: No, these documents are not offered
25 for the truth of the matters asserted therein, they are offered

1 for the purpose of establishing the dissemination of
2 Respondent's unlawful -- unfair labor practice.

3 MR. MENDELSON: They're evidence of asserted unfair
4 labor practices and I can't -- I can't -- I have to object if
5 the assertion is that they demonstrate unlawful conduct. I
6 mean they're media reports that are asserting that there's
7 unlawful conduct by the Employer and to that I have no
8 objection, the document says what it says.

9 JUDGE GARDNER: Yeah, so --

10 MR. JACKSON: Again, Your Honor, I'm not offering
11 these for --

12 JUDGE GARDNER: So GC 9(a) through (f) are received
13 in that case.

14 MR. MENDELSON: Well, I think counsel --

15 JUDGE GARDNER: Is there an objection?

16 MR. MENDELSON: Yes. I thought counsel was just
17 saying they were being offered to show the dissemination of
18 reports of unlawful conduct and it's reports of alleged
19 unlawful conduct.

20 JUDGE GARDNER: I mean that, that might be a
21 misspeak, it's only alleged and the key word in what they
22 offered is the dissemination, that is -- Chuquillanqui, I got
23 it, her separation was widely reported in local and even
24 international news media for whatever -- I'm not sure, but that
25 will get used for exactly in this case, but for that purpose if

1 I assume correctly that is the purpose, I will admit.
2 (General Counsel's Exhibits 9(a) through 9(f) received.)

3 JUDGE GARDNER: Go ahead.

4 BY MR. JACKSON:

5 Q. Did the Union itself attempt to publicize information
6 concerning or related to Joselyn's discharge?

7 A. Yes.

8 Q. Does the Union have a Twitter account?

9 A. We do.

10 Q. And do you, yourself, have a Twitter account?

11 A. I do as well.

12 Q. And is that separate from the Union's Twitter account?

13 A. Yes, it's a personal account.

14 MR. JACKSON: I'm handing to Your Honor and counsel
15 and the Court Reporter a document I'm marking as GC Exhibit 10.
16 (General Counsel's Exhibit 10 identified.)

17 BY MR. JACKSON:

18 Q. Do you recognize the document, Mr. Saff?

19 A. Yes, I do.

20 Q. Can you tell us what it is?

21 A. This was a tweet from our Union's Twitter account at
22 Workers United NY. This one is sort of a call -- posting a
23 call to action flyer saying to orders of drinks under Rehire
24 Joselyn or Rehire Austin.

25 Q. Who's Austin?

1 A. Austin is another partner that was fired from Starbucks.

2 Q. Which Starbucks location is that?

3 A. The Astoria Ditmars location.

4 Q. Did you write this post?

5 A. I did not.

6 Q. Do you know who did?

7 A. I believe Clara Wheatley Sholar.

8 Q. Who is Clara Wheatley Sholar?

9 A. She's a political director.

10 Q. And can you tell when this was posted?

11 A. It was posted on July 28th, 2022.

12 Q. Did you, yourself, post it?

13 A. No.

14 Q. Did you see it posted on line?

15 A. Yes, I did.

16 Q. Where did you see it posted on line?

17 A. On Twitter.

18 Q. And approximately when did you see it on Twitter?

19 A. Around July 28th.

20 MR. JACKSON: I move for the admission of GC Exhibit
21 10.

22 MR. MENDELSON: No objection.

23 JUDGE GARDNER: GC 10 is received.

24 (General Counsel's Exhibit 10 received.)

25 MR. JACKSON: I'm handing to counsel, to Your Honor

1 and to the Court Reporter a document I'm marking for
2 identification as GC Exhibit 11.

3 (General Counsel's Exhibit 11 identified.)

4 BY MR. JACKSON:

5 Q. Okay. What is this document?

6 A. So this is a quote Tweet, I think you call it, from the
7 Workers United New York town, which we operate and it's
8 thanking Michelle Salages for her Tweet which is posted --
9 embedded below. The original Tweet from Michelle is talking
10 about Starbucks firing Joselyn and showing her solidarity with
11 Joselyn and Austin by posting this photo of herself.

12 Q. Did you write this Tweet or any portion of it?

13 A. No.

14 Q. Do you know who did?

15 A. Probably Clara again.

16 Q. Okay. And you said it's a quote Tweet, that was the
17 phrase you used?

18 A. Yes.

19 Q. What's a quote Tweet?

20 A. A quote Tweet is reposting a Tweet -- a quote Tweet is
21 reposting a Tweet, but including your own message.

22 Q. So you refer to that as quote Tweet, not re-Tweet?

23 A. Yes. It's -- yeah.

24 Q. Did you see this quote Tweet from the Union posted on
25 line?

1 A. I did.

2 Q. Where did you see it?

3 A. On Twitter.

4 Q. Do you recall when you saw it?

5 A. Around July 28th as well.

6 Q. Do you know who Michelle Salages is?

7 A. I know she's a politician in the Great Neck area.

8 Q. And can you describe what is shown in the photographic
9 image imbedded in the original Tweet by Michelle Salages?

10 A. Yeah, it's a picture of Michelle holding up a cup. She's
11 changed her -- she's put a name in, Rehire Joselyn and she's
12 standing in front of what looks like a Starbucks coffee cup
13 from Great Neck Road.

14 Q. Have you ever been to the Great Neck Road store?

15 A. I have.

16 Q. What makes you say that it is Michelle Salages who's
17 standing in front of that store?

18 A. When I was at the rally for Joselyn's reinstatement that
19 looks like the Starbucks that we were rallying in front of.

20 MR. JACKSON: I move for the admission of GC 22.

21 MR. MENDELSON: No objection.

22 JUDGE GARDNER: GC 11 is received.

23 (General Counsel's Exhibit 11 received.)

24 MR. JACKSON: I'm presenting to counsel, to Your
25 Honor and the Court Reporter a document that will be marked as

1 GC Exhibit Number 12.

2 (General Counsel's Exhibit 12 identified.)

3 BY MR. JACKSON:

4 Q. Mr. Saff, do you know what this document is?

5 A. Yes, I do.

6 Q. What is it?

7 A. It's another Tweet from our Page Workers United NY about
8 the showing of the same flyer in English and in Spanish telling
9 folks to show solidarity by going to Starbucks and ordering a
10 drink and putting in the names Rehire Joselyn or Rehire Austin.

11 Q. Did you see this posted on line?

12 A. I did.

13 Q. You did not post it yourself, did you?

14 A. No.

15 Q. Do you recall where you saw it posted on line?

16 A. On Twitter.

17 Q. And approximately when did you see it on Twitter?

18 A. I saw it around August 2nd.

19 Q. I'm sorry, when did you see that?

20 A. Around August 2nd it was posted.

21 MR. JACKSON: I move for the admission of GC
22 Exhibit 12.

23 MR. MENDELSON: No objection.

24 JUDGE GARDNER: HV 12 is received.

25 (General Counsel's Exhibit 12 received.)

1 BY MR. JACKSON:

2 Q. I'm presenting to counsel, Your Honor, and the Court
3 Reporter a document I'll have marked for identification as GC
4 Exhibit 13.

5 (General Counsel's Exhibit 13 identified.)

6 BY MR. JACKSON:

7 Q. Can you tell us what this document is, Mr. Saff?

8 A. Yeah, this is another Tweet from Workers United NY linking
9 the article that Newsday wrote about Joselyn's firing.

10 Q. Did you post this?

11 A. I did not.

12 Q. Did you see it posted on line?

13 A. I did.

14 Q. Approximately when did you see it posted on line?

15 A. Around July 29th.

16 Q. And where did you see it posted?

17 A. I saw it posted on Twitter.

18 MR. JACKSON: I move for the admission of GC Exhibit
19 13.

20 MR. MENDELSON: No objection.

21 JUDGE GARDNER: I mean can I just get a
22 clarification? It looks like the article that got posted is GC
23 9(a). When I say the article that got posted, the article
24 linked in that Tweet. Am I correct or is it just they used a
25 similar stock photo?

1 BY MR. JACKSON:

2 Q. So Mr. Saff, do you know the answer to that question? The
3 article that is linked in this Tweet the same as GC Exhibit
4 9(a)?

5 A. It is, yes.

6 JUDGE GARDNER: So the article comes out on July
7 28th, that's GC 9(a). And on July 29th the Union Tweets out
8 the article, correct?

9 THE WITNESS: Correct. Yes, Your Honor.

10 JUDGE GARDNER: All right. It is moved, no
11 objection, GC-13 is received.

12 (General Counsel's Exhibit 13 received.)

13 BY MR. JACKSON:

14 Q. I just have a few more of these so I'll present them to
15 counsel, Your Honor and to the Court Reporter. This is being
16 marked for identification as GC Exhibit 14.

17 (General Counsel's Exhibit 14 identified.)

18 JUDGE GARDNER: Let me just ask before you continue,
19 is there going to be one each for the articles?

20 MR. JACKSON: No, this is the last one.

21 JUDGE GARDNER: Okay, because I wanted it to be in
22 order if that was what was happening, but okay, go ahead.

23 BY MR. JACKSON:

24 Q. Mr. Saff, can you tell us what this document is?

25 A. Yes, this is another Tweet from Workers United NY on

1 August 15 attaching the BBC article that we had seen.

2 Q. Right. So is the -- does this contain a link to an
3 article?

4 A. It does, yes.

5 Q. And is the link to the article that was GC Exhibit 9(f),
6 the BBC press coverage?

7 A. Yes, it was the same article.

8 Q. Did you see this or did you post this yourself?

9 A. I did not post it; I saw it on Twitter.

10 Q. Okay and approximately when did you see it on Twitter?

11 A. Around August 15th.

12 MR. MENDELSON: I move for the admission of GC
13 Exhibit 14.

14 MR. MENDELSON: No objection.

15 JUDGE GARDNER: GC 14 is received.

16 (General Counsel's Exhibit 14 received.)

17 MR. JACKSON: I'm presenting to counsel, Your Honor,
18 and to the Court Reporter a document I'm marking as GC 15.

19 (General Counsel's Exhibit 15 identified.)

20 BY MR. JACKSON:

21 Q. Mr. Saff, can you tell us what this document is?

22 A. Yes. This is another Tweet from Workers United NY. This
23 one is publicizing a fire that we made, publicizing the rally
24 for Joselyn's brief statement.

25 Q. And what's the image imbedded in the Tweet?

1 A. The image imbedded is the focus of the flyer that we had
2 created to get folks out to support the statement.

3 Q. Did you post this?

4 A. I did not.

5 Q. Did you see it posted on line?

6 A. Yes, I did.

7 Q. Where?

8 A. I saw it on Twitter around September.

9 MR. JACKSON: I move for the admission of GC Exhibit
10 15.

11 MR. MENDELSON: No objection.

12 JUDGE GARDNER: GC 15 is received.

13 (General Counsel's Exhibit 15 received.)

14 MR. JACKSON: And finally I have a document that I
15 ask be marked for identification as GC Exhibit 16.

16 (General Counsel's Exhibit 16 identified.)

17 BY MR. JACKSON:

18 Q. I'm going to hold off on asking you questions about that
19 and I'll ask you a different question. Aside from posting
20 about the rally you planned in support of Joselyn, did the
21 Union do anything else to help encourage Great Neck Road store
22 employees in particular to attend the rally?

23 A. Yes, we encouraged community allies such as the DSA,
24 Democratic Socialists of America to reach out to folks in the
25 store and to attend the rally as well.

1 Q. Do you know if any of your allies actually did that?

2 A. I'm -- I'm not sure, but we asked them to.

3 Q. Do you know whether Joselyn tried to get her former
4 coworkers to attend the rally?

5 A. I'm not sure, because she was fired at that point.

6 Q. Did you attend a rally in support of Joselyn on August
7 15th?

8 A. I did.

9 Q. Where was the rally held?

10 A. At Great Neck Plaza.

11 Q. At what's located at Great Neck Plaza?

12 A. That is the Starbucks Great Neck location.

13 Q. And where at Great Neck Plaza was the rally held?

14 A. It was under a gazebo at the corner of the parking lot.

15 Q. Forgive me if I asked this, but did you attend?

16 A. I did, yeah.

17 Q. Okay. Approximately how many other people would you
18 estimate attended?

19 A. I would say about 50.

20 Q. Five zero?

21 A. Five zero, um-hum.

22 Q. Did Joselyn attend?

23 A. Joselyn, yes, did attend.

24 Q. Did any Starbucks employees who were still employed at the
25 Great Neck Road store attend the rally?

1 A. No.

2 Q. Can you describe what occurred during the rally?

3 A. Yeah. We did chants and -- for Joselyn's reinstatement
4 and for Starbucks to come to the table and bargain with the
5 Union. Starbucks partners and former partners like Joselyn and
6 current partners such as Brandy did speeches about their
7 efforts unionizing and what's going on at their stores and then
8 there was more speeches from some other unions and politicians
9 and it ended with a march to the Starbucks store and then march
10 back to the gazebo.

11 Q. Now, you mentioned someone named Brandy?

12 A. Yes.

13 Q. Who's that?

14 A. Brandy's on the Organizing Committee of Astoria Boulevard.

15 Q. Does she work at the Astoria Boulevard Starbucks location?

16 A. Yes.

17 Q. Now, you mentioned a march. Can you describe -- strike
18 that.

19 Did rally participants display any signs or banners?

20 A. Yes, there were -- there were signs in support of the
21 Union and I think folks from their own organizations brought
22 their own signs too.

23 Q. And when participants marched did they -- what did they do
24 as they marched?

25 A. They were chanting as well. I don't remember exactly what

1 the chants were.

2 Q. Did the rally participants linger at all in front of the
3 Starbucks' store?

4 A. Yes, we were in front of the Starbucks' store.

5 Q. For how long did you stay in front of the store?

6 A. Two minutes or so.

7 Q. And what was happening during those two minutes?

8 A. I believe some folks were chanting to rehire Joselyn.

9 Q. What did Joselyn say when she addressed the crowd?

10 A. Joselyn thanked everyone for coming and said that she was
11 wrongfully fired by Starbucks and talked about everything she
12 went through during the organizing campaign and after at her
13 store. Yeah.

14 Q. Did you address the crowd at all?

15 A. No.

16 Q. Did you observe any news media present during the rally?

17 A. Yes.

18 Q. What did you observe in that regard?

19 A. I saw a couple of folks taking pictures and interviewing
20 Joselyn.

21 Q. Now, do you still have before you GC Exhibit 16?

22 A. Yes.

23 Q. Can you tell us what that is?

24 A. This is a Tweet posted by Workers United NY the day after
25 the rally to -- and posting pictures of the rally, yeah.

1 Q. Did you post this?

2 A. No.

3 Q. Did you see it posted on line?

4 A. I did.

5 Q. Where did you see it?

6 A. On Twitter.

7 Q. And approximately when did you see it?

8 A. On August 16th.

9 Q. All right. I want to call your attention to -- do you see
10 that there are some imbedded photos in the Tweet?

11 A. Yes.

12 Q. I want to call your attention to the photo on the left-
13 hand side of that. Can you describe what is shown in that
14 photo?

15 A. Yeah, it's the camera is facing a crowd that appears to be
16 marching back from the Starbucks at Great Neck towards the
17 gazebo.

18 Q. Did you take the photo?

19 A. I did not.

20 Q. Do you know who did?

21 A. It might have been Clara who was also at the rally, but
22 I'm not sure.

23 Q. Can you tell where the photo was taken?

24 A. Yeah, somewhere between the gazebo and Starbucks.

25 Q. How far is the gazebo from the Starbucks store? Your best

1 estimate.

2 A. A hundred feet.

3 Q. Okay. Can you tell when the photo on the left was taken?

4 A. Towards the end of the rally. I don't remember exactly
5 what time, probably around 8:00.

6 Q. 8:00 p.m.?

7 A. Yes, 8:00 p.m.

8 Q. And what about the photo on the top right, can you tell us
9 what's depicted in that photo?

10 A. The top right is a crowd that is kind of horseshoed around
11 looking at a speaker that I can't see.

12 Q. Can you tell us when this photo was taken?

13 A. Probably around 7:30.

14 Q. On which day?

15 A. On August 15th.

16 Q. And can you tell where this photo was taken?

17 A. Under the gazebo at Great Neck Plaza.

18 Q. Can you tell whether you were present at the time that
19 this photo was taken?

20 A. I can't, I'm not in the picture, but I know I was around.

21 Q. Are you in the first picture?

22 A. No, I don't think I am either.

23 Q. And what about the photo on the bottom right?

24 A. The bottom right is a photo of Brandy holding a megaphone
25 addressing the crowd during her speech.

1 Q. Can you tell where the photo was taken?

2 A. Under the gazebo at Great Neck Plaza as well.

3 Q. And when was it taken?

4 A. Around 7:30 as well.

5 Q. Did you take the photo?

6 A. No, I don't believe so. I think that was also taken by
7 Clara.

8 Q. Can you tell whether you were present in the gazebo at the
9 time when this photo was taken?

10 A. I was present. I'm not pictured in the photo, but I was
11 there.

12 MR. JACKSON: I move for the admission of GC Exhibit
13 16.

14 MR. MENDELSON: No objection.

15 JUDGE GARDNER: GC 16 is received.

16 (General Counsel's Exhibit 16 received.)

17 BY MR. JACKSON:

18 Q. Has the Union attempted to contact any current store
19 employees at the Great Neck Road store at any time after
20 Joselyn's discharge?

21 A. Yes, we've tried to reach some folks through Joselyn who
22 still has connections with them.

23 Q. I'm asking a bit of a different question. Have you,
24 yourself, or to your knowledge any other agent of the Union
25 attempted to contact any employee, current employee at the

1 Great Neck Road store since Joselyn's termination?

2 A. No.

3 Q. Why hasn't the Union attempted to contact the current
4 employees?

5 A. From the way we've been running this campaign and from the
6 way we've allowed Starbucks workers to take initiative
7 similarly to how we deal with leads coming in and how we don't
8 -- we don't do these conversations ourselves until interest is
9 shown from them, we wouldn't actively reach out in that way.

10 Q. I have one final question for you. Based on your
11 experience and knowledge of your campaign what impact on the
12 Union's organizing efforts do you believe that Joselyn's
13 reinstatement would have?

14 A. I believe --

15 MR. MENDELSON: Objection, it's speculative.

16 JUDGE GARDNER: I'll listen to his opinion about
17 that.

18 THE WITNESS: I believe that on a larger scale, on a
19 more nationwide scale Joselyn's reinstatement would help the
20 campaign because it shows workers in other Starbucks, you know,
21 see that they would get justice if they would be wrongfully
22 terminated as well and that they would eventually get
23 reinstated.

24 In terms of Great Neck, the particular store, I don't
25 think her reinstatement would let us salvage, you know, the

1 Union campaign there just because workers have seen firsthand
2 what Joselyn and other members who have been for the Union have
3 had to converse so even with her being reinstated, I don't
4 think I would want to go through that similar process.

5 MR. JACKSON: No further questions, Your Honor.

6 JUDGE GARDNER: Okay. Does the Charging Party have
7 any additional questions?

8 MS. HAHN: No, Your Honor.

9 JUDGE GARDNER: Does Respondent want to cross
10 examine the witness?

11 MR. MENDELSON: Does the witness have a sworn
12 statement?

13 MR. JACKSON: Yes. Mr. Saff provided two affidavits
14 to the Board, which I can make available.

15 MR. MENDELSON: How lengthy are they?

16 MR. JACKSON: One is six pages; the other is five.

17 MR. MENDELSON: Okay.

18 JUDGE GARDNER: So you're going to turn over those
19 for Mr. Mendelson to review and use during his cross
20 examination. How long do you think you need to --

21 MR. MENDELSON: Well, Judge, I've been writing not
22 seriously, but keenly because I do have a lot of questions for
23 this gentleman. I think the important question is you had told
24 us in a pretrial call that typically you have to shut down at
25 5:00 or 5:30, depending on some -- so I'm interested in knowing

1 what your time line is. My objective is to finish with the
2 witness.

3 MR. JACKSON: Yeah, Ms. Tooker, Judge, has to leave
4 at 5:00, but I'm willing to stay after that.

5 JUDGE GARDNER: I believe the cutoff would be about
6 5:45.

7 MR. MENDELSON: Okay, thank you.

8 Okay, Judge, there's 11 pages to read here. I don't
9 know how substantive they are. I've already made a bunch of
10 notes. Sometimes when I take a little more time just to
11 organize my thoughts it goes more efficiently, but it's 3:30,
12 could I have till five to 4:00, ten to 4:00?

13 JUDGE GARDNER: Let's do ten to 4:00 so 20 minutes
14 and then we'll start with the cross examination, okay?

15 Off the record.

16 COURT REPORTER: We're off the record.

17 (Whereupon, a recess was taken from 3:22 pm. to 3:43 p.m.)

18 JUDGE GARDNER: On the record.

19 COURT REPORTER: We're on the record.

20 COURT REPORTER:

21 MR. MENDELSON: May I proceed?

22 JUDGE GARDNER: Yes, please.

23 CROSS EXAMINATION

24 BY MR. MENDELSON:

25 Q. Good afternoon, Mr. Saff.

1 A. Good afternoon.

2 Q. Am I saying your name correctly?

3 A. Yeah, that's right.

4 Q. Before you began working for the Union in March of 2022,
5 what prior experience working for or with a labor movement, if
6 any, did you have?

7 A. Yeah, I worked with the American Federation of Teachers
8 before, immediately before this job and before that I was
9 working with the AFL-CIO in North Carolina.

10 Q. And so how many years of prior Union related experience
11 did you have before commencing with Workers Unite in March of
12 '22?

13 A. I would say maybe a year and a half.

14 Q. Okay. And did you receive any training from either --
15 from any of these unions with respect to National Labor
16 Relations Act law?

17 A. No.

18 Q. You're not a lawyer, I assume?

19 A. I'm not a lawyer.

20 Q. But in the course of performing your responsibilities my
21 understanding would be that you necessarily overlap with
22 questions that relate to National Labor Relations Act law, is
23 that fair?

24 A. Yeah.

25 Q. And is it fair that in the course of your experience you

1 gained at least what you perceive as some Board knowledge of
2 what is and is not lawful behavior?

3 A. Yes.

4 Q. And I just want to be clear in my own understanding of
5 several things. Early in your testimony in response to
6 questions from Mr. Jackson I understood you to indicate that
7 one of your roles is to -- I think you used the word coach
8 employees from enterprises that express interest in organizing
9 with the Union?

10 A. Could you say that again?

11 Q. Well, I thought I understood you -- the transcript will
12 reveal what it reveals that you used the word that what you do
13 is coach employees with respect to what's necessary or
14 appropriate to try to organize a Union in a particular store or
15 location.

16 A. Yes.

17 Q. Okay. Now, I understood you to testify you picked up the
18 Great Neck store in terms of your responsibilities from Julie
19 Kelly in March of 2022, correct?

20 A. Um-hum. That's correct.

21 Q. You have to answer audibly. And I understood from one of
22 your two affidavits that your first one-tenth of involvement
23 was sometime in or around March of -- March 22 of 2022.

24 A. Yes, that's correct.

25 Q. Okay, so you and I would agree that with this organizing

1 drive having begun sometime around February 10 of 11 - February
2 9 or 10, you were coming into it about six weeks or so after it
3 had commenced, correct?

4 A. Yes, that's correct.

5 Q. And am I correct that you have no firsthand knowledge
6 about the process that evolved the acquisition of the
7 authorization cards?

8 A. Firsthand I was not employed at the time, so no.

9 Q. Right, Ms. Kelly, I assume, is the person who has that
10 knowledge?

11 A. Yes.

12 Q. Okay. And with respect to the -- what's generally known
13 as a Dear Kevin letter, which is General Counsel Exhibit 2, I
14 can bring it to you so you can see it, sir, you don't have any
15 firsthand knowledge about whether this actually was sent to any
16 management representative?

17 A. Firsthand, no.

18 Q. Can you tell me second, third and fourth, what have you
19 done, if anything, to confirm that General Counsel's Exhibit 2
20 was, in fact, transmitted to someone within management at
21 Starbucks?

22 A. I have asked Julie Kelly who told me it was sent via email
23 that we --

24 Q. You have to speak up, sir.

25 A. I believe that email's operational or I believe we shut

1 the email down.

2 Q. Ms. Kelly's email?

3 A. No, it would be through a different email, through Workers
4 United.

5 Q. So what I'm trying to get at, sir, is there a record at
6 Workers United that would be able to confirm one way or the
7 other that General Counsel's Exhibit 2 was, in fact, sent to
8 the Starbucks manager?

9 A. Not that I -- not that I know of.

10 Q. Okay. So Ms. Kelly has told you it was sent or
11 transmitted, correct?

12 A. Um-hum.

13 Q. You have to answer audibly.

14 A. Yes. Sorry, yes.

15 Q. But she had not shown you an email or other documentation
16 that demonstrates that, in fact, it was transmitted?

17 A. Correct.

18 Q. Did Ms. Kelly indicate to whom it was transmitted?

19 A. It would have -- she would have sent it to Kevin Johnson.

20 Q. When I hear you she should have, that sounds like you're
21 talking about the normal protocol. I'm asking whether she
22 explicitly told you she sent it to Kevin Johnson.

23 A. I don't recall if she said one way or another.

24 Q. Now, in one of the two affidavits I saw that you used the
25 term -- it's actually in the September 7th affidavit which is

1 the later of the two. One is September 7th of this year and
2 the other is May 19 of this year. Do you recall actually
3 giving these affidavits?

4 A. Yes, I recall.

5 Q. Okay. In the September 7th affidavit there's a sentence
6 that reads -- at any point, sir, I can show you or ask Mr.
7 Jackson to show you a copy -- "Starbucks'," in the possessive,
8 "unlawful Union busting tactics have traumatically chilled the
9 willingness of store employees to get behind the Union."

10 Do you accept my representation that that's a
11 sentence in your affidavit?

12 A. Yes.

13 Q. Okay. Now, you used the term Union busting and I want to
14 ask you how you define Union busting?

15 A. I define Union busting as any tactic to -- to misrepresent
16 or lie about what the Union is and what it can bring to the
17 workplace.

18 Q. Is it Union busting for Starbucks just in principle to
19 oppose being unionized at any given store?

20 MR. JACKSON: I'm going to object as to relevance.

21 JUDGE GARDNER: Do you want to respond?

22 MR. MENDELSON: Well, there's a great deal of
23 testimony here, I'm not sure what the relevance is, but in this
24 case the General Counsel is seeking a bargaining order.
25 Bargaining orders, I'm speaking to generally and colloquially

1 now. In my experience and understanding of the law are
2 reserved for situations where there are egregious unfair labor
3 practices that prevent the re-running of an election, assuming
4 arguendo an election, re-run election would be necessary.

5 And so in the context of General Counsel putting into
6 evidence all these media reports that speak about Union busting
7 and the witness -- and the Tweets using that term and the
8 witness in an affidavit having used that term, where the
9 gravity of alleged wrongful conduct is an issue, I think I'm
10 entitled to understand his definition of Union busting.

11 JUDGE GARDNER: And then this most recent question
12 though that --

13 MR. MENDELSON: I pointed to him that he used the
14 term and I was asking him -- I was asking him in principle if
15 Starbucks or any Employer opposes unionization is that Union
16 busting.

17 JUDGE GARDNER: Okay, you can answer.

18 THE WITNESS: I think in principle it's not, but I
19 think the tactics of the Employer are.

20 BY MR. MENDELSON:

21 Q. When you have spoken with store employees in the Great
22 Neck store, including the three Organizing Committee members,
23 but also including anyone else such as in the Town Hall, has
24 the word -- has the term Union busting been utilized?

25 A. Yes.

1 Q. And how have you understood employees in the Great Neck
2 store to understand the meaning of that term?

3 A. I believe that they understand it as lying or lying about
4 the Union, lying about what the Union would mean for Starbucks
5 and for their worksite and other -- and other tactics such as
6 like threatening or taking away benefits also constitute Union
7 busting.

8 Q. So let me just back up before I ask the next question.
9 Have you ever been involved -- I don't mean as an actual
10 participant, but have you ever been involved in a strike
11 situation?

12 A. Yes.

13 Q. Okay. So -- well, you can correct me if I'm mistaken, but
14 I think Mr. Jackson asked you question and they had to do with,
15 if I'm recalling accurately, one or more employees saying that
16 Mr. Leon said word to the effect that if there's a strike, it's
17 mandatory and you do participate in that strike. Am I correct
18 that that was something that you indicated in response to a
19 question from Mr. Jackson?

20 A. Yes.

21 Q. And it's also in your affidavit and I'm just trying to
22 summarize it, you indicated that when that issue arose in the
23 Town Hall, you told employees it's not compulsory that they
24 withhold their services as part of the strike; in fact that
25 they could go to work if that's what they want to do. Is that

1 a fair distillation of what you said?

2 A. Yes.

3 Q. Now, sir, in real life strikes isn't it true that there's
4 enormous pressure placed upon the workers in any enterprise to
5 withhold their labor in unison to increase the effort to see
6 over the strike picketing or work stoppage?

7 A. I wouldn't -- I wouldn't say enormous. We might have
8 different definitions of how much pressure is put on workers,
9 but I would say at the end of the day it's up to the person if
10 they want to go on strike or not.

11 Q. Have you ever heard -- in your self-experience have you
12 ever heard of Unions that fine people who cross picket lines
13 because they did not resign their membership in the Union?

14 A. Could you repeat the question?

15 Q. Have you ever heard Unions that have fined, f-i-n-e-d,
16 fined members who crossed the picket line without first
17 resigning their membership in the Union?

18 A. I have not.

19 Q. That's not a familiar concept to you?

20 A. No.

21 Q. Okay. So isn't it the case, sir, that the line in
22 discussion about what is lawful and unlawful under the National
23 Labor Relations Act in some cases can be a rather fine or murky
24 line?

25 MR. JACKSON: Objection, calls for a legal

1 conclusion.

2 JUDGE GARDNER: I would say you should rephrase
3 that.

4 BY MR. MENDELSON:

5 Q. In your conversations with employees as you relayed it in
6 testimony in the affidavit, questions about things that Mr.
7 Leon and Ms. Daniells, the store manager, said, would you agree
8 that the questions they posed to you in part relate to whether
9 or not the conduct is lawful or not?

10 You, yourself, said to me that Union busting is lying
11 or engaging in certain types of tactics and so I'm asking you,
12 sir, to confirm my understanding that sometimes determining
13 what is lawful or unlawful conduct as a lay person is murky or
14 not easy?

15 A. Yes, it's murky.

16 Q. And if Mr. Leon, let's say for argument's sake, said to
17 employees that when there's a strike you're going to be
18 expected to participate, is that a lie?

19 A. Is that a --

20 Q. Is that a lie?

21 MR. JACKSON: Objection, calls for speculation.

22 JUDGE GARDNER: No. Is it a lie under your
23 definition of a lie that would constitute Union busting?

24 THE WITNESS: Could you repeat that?

25 BY MR. MENDELSON:

1 Q. Yes, sir. Did Mr. Leon lie to the employees, assuming
2 that what they reported to you or others within the Union is
3 accurate, that he said to them that when there's a strike in a
4 store, they will be expected to join the strike and withhold
5 their services?

6 A. It seems like a lie, but it's not. I guess it depends
7 what is expected, where expectations is or not. Could you
8 repeat the question again?

9 Q. Well, sir, would it be fair to say you're struggling with
10 how to answer it?

11 MR. JACKSON: Objection.

12 MR. MENDELSON: But he is, I'm asking him to confirm
13 that. He hasn't answered yet.

14 BY MR. MENDELSON:

15 Q. And you've asked me to repeat the question, but I've
16 already repeated it once. Isn't it the case that you're having
17 difficulty answering the question because the determination of
18 whether something is allowed or not allowed or a lie or not is
19 unclear and depends upon the circumstances?

20 A. I think I'm struggling to answer the question because it's
21 a lot of mental jumping jacks of he said/she said. I would say
22 it's for that reason.

23 Q. Well, your affidavit and your testimony indicated that it
24 was said to you during the Town Hall that Mr. Leon said that
25 strike participation would be mandatory, right?

1 A. Yes.

2 Q. And I'm asking whether that's Union busting from the
3 definition that you gave that among other things to lie about
4 something is Union busting and I'm asking whether that was a
5 lie that he told them.

6 A. Then yes.

7 Q. That's a lie?

8 A. Yes.

9 Q. And even though you acknowledged that you have no
10 knowledge of whether there are Unions that fine members for
11 crossing the picket line without having resigned?

12 A. Correct.

13 Q. Okay, so you don't know whether that's something that he's
14 experienced or somebody told him about which was his
15 experience?

16 A. I don't know that.

17 Q. Okay.

18 MR. MENDELSON: Mr. Jackson, do you have another
19 copy of the General Counsel Exhibit 2?

20 MR. JACKSON: Yeah, I can give the witness a copy.
21 (Whereupon, the document was handed to the witness.)

22 BY MR. MENDELSON:

23 Q. Sir, I'm looking at the back side of General Counsel
24 Exhibit 2 which has the "non-interference of fair election
25 principals of a party's unionization. Do you see that?

1 A. (Non-audible response.)

2 Q. You have to answer yes.

3 A. Yes, I do.

4 Q. And again, recognizing you're not a lawyer please read to
5 yourself Number 4 and tell me whether what Number 4 states is,
6 as you understand it, a legal obligation at the present time on
7 companies?

8 A. Sir, do you want me to read what it says?

9 Q. No, no, sir, I'm asking you to read it to yourself and
10 then tell me whether you understand what it says to be a legal
11 obligation at the present time on a company.

12 MR. JACKSON: Excuse me, Mr. Mendelson, which part
13 are you directing him --

14 MR. MENDELSON: Number 4 on the back.

15 MR. JACKSON: The back side, thank you.

16 THE WITNESS: This is --

17 MS. HAHN: Objection, mischaracterizes the proposed
18 agreement. There's no assertion here that Starbucks has any
19 obligation without signing this agreement.

20 JUDGE GARDNER: Right, I don't think this is
21 purporting to be the law. This is a proposal that the Union
22 apparently customarily sends and may or may not have sent this
23 time to propose like will Starbucks please do these things that
24 it's not obligated to do. We know that.

25 MR. MENDELSON: I understand that. I don't know

1 what the witness understands, but this is a case where the
2 gravity of the alleged conduct is central to your ultimate
3 determination. So I want to understand in various respects
4 what the Union, through this representative at the moment,
5 understands or believes what its legal obligations are or were.

6 MR. JACKSON: I'm going to object on relevance
7 grounds.

8 JUDGE GARDNER: Yeah, I don't really care what they
9 think, what his legal --

10 MR. MENDELSON: Well, I will say -- I'll respect
11 your ruling, but I will say I think all of that bears on the
12 nature and substance of the conversations this witness as well
13 as others had with -- I'll use the term eligible voters in the
14 store, but I'll move on although I don't think precluding this
15 kind of examination is correct.

16 BY MR. MENDELSON:

17 Q. Your understanding is Revna separated from the store
18 immediately after the vote tally, correct?

19 A. Correct.

20 Q. And there's some indication, it seems murky to me so far
21 that Revna indicated to somebody that she believed the company
22 had acted wrongfully or unlawfully in connection with the vote
23 and that that was why she was withholding the services, is that
24 your understanding?

25 A. As well as the lawsuit, the Union vote.

1 Q. Okay. As you understand it and so do I, and I tried to
2 subpoena Revna, but I was told she's in London, she's no longer
3 in the United States, she's somewhere abroad in Europe,
4 correct?

5 A. Correct.

6 Q. And you seem to know that she's enrolled or involved in
7 some kind of schooling or educational initiative?

8 MS. HAHN: Your Honor, may I correct for the record
9 the perceived individual's gender pronoun?

10 JUDGE GARDNER: Yes. I'm sorry, they.

11 JUDGE GARDNER: But there's only one Revna to the
12 best you're able to respect Revna's choice of pronouns, use
13 they although I will understand who you're referring to.

14 MR. MENDELSON: Understood. I didn't intend any
15 offense directly.

16 MS. HAHN: No, I know.

17 BY MR. MENDELSON:

18 Q. Do you have more, even a tidbit of knowledge as to what
19 type of program Revna is participating in at this time?

20 A. I'm not aware, no. They have told me, but I've forgotten.

21 Q. And based on what Revna communicated to you, is it your
22 understanding that Revna was looking at participation in that
23 program at or about the time she separated from Starbucks?

24 A. I believe so, yes.

25 Q. Okay. Now, we were talking about lying a moment ago.

1 That was part, I'm not going to say all of it, it was part of
2 how you define Union busting and am I correct that lying is not
3 a good thing in your hierarchy of values?

4 A. Yes.

5 Q. I've seen -- I don't want to take too much time doing it,
6 but I've seen in these newspaper articles that in General
7 Counsel's Exhibits 9(a) through (f) there are some places where
8 I think I've seen that Joselyn remarked to the effect that she
9 got discharged by Starbucks because she was three minutes late
10 or three minutes late several times, is that consistent with
11 your recollection of what these articles say and what she
12 quoted, was quoted as saying?

13 A. That's part of it, yes.

14 Q. And that's your understanding? She has represented to you
15 that when she was late her discipline was over a relatively
16 small amount of time such as three minutes.

17 A. Yes.

18 Q. Has Joselyn told you that in one instance she was late by
19 about an hour and a quarter?

20 A. Umm --

21 JUDGE GARDNER: Well, has she ever told you that?
22 That's the answer to the question.

23 THE WITNESS: I guess I'm trying to think if it's an
24 incident when she did not have the keys and was at the store --

25 BY MR. MENDELSON:

1 Q. Let me interrupt you. I don't think so. In fact here let
2 me try and display -- I'm having trouble finding something, but
3 I think I found it. So on April 19, 2022, the company's
4 records report Joselyn is an hour and 15 minutes late. Did she
5 ever tell you that she was an hour and 15 minutes late?

6 A. If she did I don't recall it.

7 Q. Okay. And did Joselyn tell you that on the following days
8 she was late in the following amounts of minutes that I'll
9 tender to you in my statement and I'm not asking about the
10 specific day, I'm doing that as a point of reference, but I'm
11 trying to ascertain whether she shared with you what I
12 understand the company records show.

13 June 20 she arrived 13 minutes late; June 22 she
14 arrived ten minutes late; June 24 she arrived 14 minutes late;
15 June 26 she arrived ten minutes late. Did she share that with
16 you?

17 A. I don't -- I don't recall.

18 Q. And did Joselyn share with you that when she wanted to
19 swap a shift with a fellow who goes by the name of Jerry, she
20 did not have availability to work his shift, but in order to
21 accommodate Joselyn so that she could take off the shift she
22 wanted, Beth Daniells covered the shift that she was trying to
23 swap for?

24 A. I didn't know.

25 Q. And so if she didn't tell you about that, you wouldn't

1 know that Joselyn thanked Beth Daniells for picking up that
2 shift for her.

3 A. I didn't hear that.

4 Q. Did not? Did not hear that?

5 A. I did not hear that.

6 Q. And did Joselyn tell you that after Beth Daniells had
7 repeatedly coached her, meaning spoken with her either without
8 issuing any kind of written discipline or giving her a document
9 in coaching, it was only because she repeatedly continued to
10 come to the store late that Beth Daniells then imposed written
11 warnings and ultimately a final written warning?

12 A. I was not --

13 MS. HAHN: Objection, also speculation as to the
14 word discipline that neither the witness nor Joselyn would have
15 any reason to know about.

16 JUDGE GARDNER: Well, Joselyn might have reason to
17 know about that, but this witness would only know if Joselyn
18 ever told him about those things which is easiest enough to say
19 yes or did she never tell you anything about that?

20 THE WITNESS: No.

21 JUDGE GARDNER: Okay.

22 BY MR. MENDELSON:

23 Q. And so what did Joselyn tell you about the incident that I
24 think was referenced as an infraction regarding the lost key?

25 A. That was a while ago. I don't remember every detail. I

1 remember -- I think I remember her telling me that she had
2 misplaced a key and had to call someone to help her open the
3 store.

4 Q. Did she tell you that after she called someone to help and
5 get a key from that person she subsequently took a key from the
6 safe?

7 A. I don't recall that.

8 Q. Did she tell you that after taking the key from the safe
9 she did not report that to either Mr. Leon or to Beth Daniells?

10 A. I don't recall that.

11 Q. Did Joselyn ever reveal to you that she corresponded with
12 Mr. Leon from time-to-time about things, you know, unrelated to
13 discipline?

14 A. That she corresponded with --

15 Q. Mr. Leon.

16 A. About things unrelated to discipline, yeah. Like ever?

17 Q. Well, in 2022.

18 A. Yes.

19 Q. And what did -- did she tell you what she corresponded
20 with Mr. Leon about that was unrelated to discipline?

21 A. I think the Union for one.

22 Q. Anything else besides that?

23 A. Not that I can think of.

24 Q. Okay. Did you understand from that that Ms. - that Joselyn
25 knew how to get a hold of Mr. Leon if she wished to communicate

1 with him?

2 A. Yes.

3 Q. Did you ever hear that Joselyn was having a dispute with
4 Nicole, I think you said Nicole Green was the store employee
5 and that in the course of that dispute Joselyn encouraged other
6 employees to give Nicole the cold shoulder?

7 MR. JACKSON: Objection, relevance.

8 MR. MENDELSON: This is the person who he testified
9 or at least somewhere along the way I heard testimony, maybe it
10 was from Mr. Leon, this was the perspective shop steward so I
11 think I'm entitled to explore what this witness, a Union
12 representative knew about Joselyn's relationship with the other
13 employees in the store.

14 JUDGE GARDNER: Okay. I mean and that's relevant
15 about for what?

16 MR. MENDELSON: That's relevant to the ultimate
17 question about whether -- whether the Union can't have a fair
18 Union election, assuming arguendo there is any reason for that.

19 JUDGE GARDNER: All right, it will be quick. Go
20 ahead, do you have the answer?

21 THE WITNESS: Could you repeat the question?

22 BY MR. MENDELSON:

23 Q. Did Joselyn ever tell you or did you hear from anyone that
24 Joselyn pressed other employees to give Nicole the cold
25 shoulder?

1 A. No.

2 Q. In the Town Hall am I correct that there were slides like
3 Power Points that were utilized to show the employees who
4 attended it?

5 A. I believe there were slides, yeah.

6 Q. Okay. And would any given employee who attended that Town
7 Hall have the right to show one or more of those slides to a
8 member of management?

9 A. They would have the right to, yeah.

10 Q. Are you aware that one or more employees who attended that
11 meeting did show one or more slides that were used in the Town
12 Hall to management?

13 A. I'm not aware.

14 Q. And an employee or an eligible voter showing one of those
15 slides from the Town Hall to a manager is no different than the
16 Union commenting on what the Employer had on his website where
17 it included its explanations why it thought a Union was not in
18 the interest of the employees, correct?

19 A. No, because management -- a manager doesn't vote in the
20 Union.

21 Q. You're saying that they're not analogous situations,
22 employees showing a manager what's on the Union slide compared
23 to the Union taking the literature on the company website and
24 making comments on it?

25 MR. JACKSON: Objection, calls for a legal

1 conclusion.

2 JUDGE GARDNER: I don't think it's calling for a
3 legal conclusion, no, it's just an analogy. If you don't think
4 those are analogous then you can say so or not. I mean it's
5 just tricky to answer because it's kind of a cumbersome
6 question.

7 MR. MENDELSON: I understand.

8 JUDGE GARDNER: I don't know if you raise it any
9 simpler?

10 MR. MENDELSON: I'll try to simplify it.

11 BY MR. MENDELSON:

12 Q. Am I correct that the Union was taking material from the
13 company's website and then on its own website putting
14 commentary, arguing or taking issue with what the company said?

15 A. That's correct.

16 Q. Okay. So I'm trying to suggest that that's no different
17 what the Union did that an employee, whatever reason the
18 employee had to taking one of those slides and showing it to a
19 manager.

20 A. I don't see how that's -- no, I guess --

21 Q. Well, you said because the manager doesn't vote.

22 A. Correct.

23 Q. So that raises the question, sir. We addressed this
24 before and I'm not going to belabor it, the company has a right
25 to share its view through its managers that unionizing is not a

1 favorable development, correct?

2 MR. JACKSON: Objection, calls for a legal
3 conclusion.

4 JUDGE GARDNER: Yeah. I think you're going to make
5 these arguments to me based on the facts, but whether he agrees
6 with you doesn't seem to be evidence I need to hear.

7 MR. MENDELSON: Well, whether he agrees with me is
8 potentially an admission. And the absence of an admission
9 where there should be one is also significant. That's why I
10 think it's an appropriate question.

11 JUDGE GARDNER: I'm going to ask you to move on to
12 the next subject.

13 BY MR. MENDELSON:

14 Q. In your affidavit, sir, and your testimony you took issue
15 with what Mr. Leon said which you described here, I'm not sure
16 this is sufficiently accurate installation, but you didn't hear
17 what Mr. Leon said, it was told to you, that he told employees,
18 "Your bargaining would start from zero," and you said instead
19 bargaining starts at the present with what the wages and
20 benefits the employees currently have. Am I capturing that
21 correctly?

22 A. Yes.

23 Q. Okay. When the parties come into negotiation, sir, each
24 of them makes proposals for something different than what is
25 the status quo in the ordinary course, correct?

1 MR. JACKSON: Objection, calls for speculation.

2 JUDGE GARDNER: They come with what they're coming.
3 They might come with the terms that are currently in place and
4 a few asks to change to change them. They come with what they
5 come.

6 MR. MENDELSON: Well, this witness says that he
7 negotiates and there's essentially an allegation here that what
8 the company said is an unfair labor practice that would justify
9 a bargaining order so I think I'm entitled to explore what the
10 Union's understanding of those parameters is.

11 JUDGE GARDNER: Why?

12 MR. JACKSON: Objection, relevance.

13 MR. MENDELSON: Because it goes to whether the
14 conduct is or is not lawful.

15 JUDGE GARDNER: I don't think it does. Why, what --
16 I mean if the Union thinks it's all unlawful, it's all Union
17 busting that doesn't make it Union busting. I mean I don't
18 really care --

19 MR. MENDELSON: I agree.

20 JUDGE GARDNER: -- what they think.

21 MR. MENDELSON: And if this witness was to
22 acknowledge without all of our colloquy that certain conduct is
23 lawful or permitted, then that would be meaningful too.

24 JUDGE GARDNER: Theoretically, but I -- the witness
25 has already indicated he doesn't have a complete understanding

1 of the National Labor Relations Act and so I don't really want
2 admissions from someone who's not equipped to properly give
3 them one way or the other.

4 BY MR. MENDELSON:

5 Q. In your affidavit you state -- this was in the December --
6 I'm sorry, the May 19th affidavit, in Paragraph 8, you state
7 that, "Store Employee Max Cook quit his job sometime in about
8 late March. I do not know exactly when Max decided to quit,
9 but I understand from our communications with Joselyn that Max
10 was unhappy with the treatment he had received from Beth at the
11 store, in particular Beth cracking down on Max regarding his
12 lateness in a way that she had not done previously."

13 So that's what Joselyn told you, right, sir?

14 A. Yes.

15 Q. So tell me, sir, whether Joselyn told you any of this. On
16 November 23, 2021, pre-petition, Max was 13 minutes late for
17 work. Did she tell you that?

18 A. No.

19 Q. On November 26, 2021 Max was 14 minutes late for work and
20 left early.

21 A. No.

22 Q. She didn't tell you that. On December 8th Max was
23 scheduled to begin at 5:30 and arrived 33 minutes late and the
24 store did not open on time since he was the opener. She didn't
25 tell you that, did she?

1 A. No.

2 Q. Max on December 10 arrived ten minutes late. She didn't
3 tell you that okay, and I'm going to skip past some of that.
4 On February 18 Max was scheduled to work from 6:00 a.m. to
5 10:00 a.m. and without consulting with anyone in management, he
6 swapped his shift with another partner. Did she tell you that?

7 A. No.

8 Q. And on February 19 he was scheduled to work from 5:30 a.m.
9 to 11:00 a.m. and once again, without consulting with any
10 partner he swapped his shift with another employee in the
11 store. She didn't tell you that?

12 A. No.

13 Q. Okay.

14 MS. HAHN: Objection, that line of questioning
15 assumes facts that are not in evidence in this case.

16 JUDGE GARDNER: Overruled.

17 BY MR. MENDELSON:

18 Q. Am I correct that Justin resigned because he wanted to
19 take a position or go to school that require a schedule
20 adjustment that Beth Daniells indicated she could not
21 accommodate?

22 A. Could you say that again?

23 Q. Am I correct that Justin Wooster resigned from the
24 Starbucks Great Neck store because he was going to either
25 school or a job that required an adjustment of his schedule and

1 Beth Daniells told him she could not accommodate?

2 A. I heard that was part of the reason.

3 Q. Okay. And what other reason, if any, do you recall
4 understanding?

5 A. Because of the results of the election and management's
6 behavior during the election.

7 Q. Isn't it true, sir, he resigned before the vote tally?

8 A. Yes.

9 Q. So it wasn't the result of the election.

10 A. Yeah.

11 Q. Okay. And are you aware, sir, that the Union filed an
12 unfair labor practice charge that included an allegation that
13 the company refused -- the company's refusal to accommodate
14 Justin's request for reduced hours was unlawful?

15 A. Could you say that again?

16 Q. Are you aware that the Union filed an unfair labor
17 practice charge that alleged that the company's refusal to
18 accommodate Justin's request for a reduction of hours was
19 unlawful?

20 A. Yes, I am.

21 Q. And are you aware that the Union ultimately withdrew that
22 allegation?

23 A. I wasn't aware of that.

24 Q. Okay, I'll find it.

25 MR. MENDELSON: Can you find it?

1 BY MR. MENDELSON:

2 Q. And sir, are you aware that Revna - sorry, the Union filed
3 an unfair labor practice charge that included an allegation
4 that the company's refusal to accommodate a requested reduction
5 in hours or at least an adjustment of hours was unlawful?

6 A. Yes.

7 Q. And are you aware that the Union withdrew that particular
8 allegation?

9 A. I wasn't 100 percent on each one that went forward and
10 which one was dropped.

11 Q. So I'm going to try to refresh your recollection, sir. If
12 it doesn't refresh you then so be it. I'm going to show you a
13 document that's been pre-marked as Employer Exhibit 19.

14 (Respondent's Exhibit 19 identified.)

15 BY MR. MENDELSON:

16 Q. Look at this, sir, and see if it refreshes your
17 recollection.

18 (Whereupon, the witness reviewed the document.)

19 JUDGE GARDNER: Is this something we're anticipating
20 is going to become GC 1 double letter?

21 MR. MENDELSON: It could, it could.

22 MR. JACKSON: Yes, I do intend to add these to the
23 formal papers, bit I want to see if this refreshes the witness'
24 recollection.

25 JUDGE GARDNER: Well, maybe we won't move it into

1 evidence if that was your intention, but I don't like
2 duplicates of these.

3 BY MR. MENDELSON:

4 Q. Do you recognize this document, sir, and/or reading it
5 does it refresh your recollection as to what happen with the
6 allegation that was brought on behalf of Mr. Wooster?

7 A. Yes, sir.

8 Q. And what does it refresh you as to?

9 A. That it was withdrawn.

10 Q. Okay. And Judge, if this is going to be part of the
11 General Counsel Exhibit 1 then I won't move the introduction of
12 it. I just wanted to utilize it.

13 JUDGE GARDNER: And I think the Court Reporter
14 probably did mark it though as R-10, which is fine.

15 MS. TOOKER: No, it was pre-marked.

16 JUDGE GARDNER: Oh, okay, yeah so R-19, but it's not
17 going to get offered so we'll just known at the end that that
18 did not go in.

19 BY MR. MENDELSON:

20 Q. So this, sir, is General Counsel -- I'm sorry, it's
21 marked, it's identified as Respondent Exhibit 15, but if it's
22 moved it will be moved as a different number.

23 (Respondent's Exhibit 15 identified.)

24 JUDGE GARDNER: I understand.

25 BY MR. MENDELSON:

1 Q. Please review it, sir and tell us if you either recognize
2 it or it refreshes your recollection?

3 (Whereupon, the witness reviewed the document.)

4 A. It refreshes.

5 Q. So you would agree that with respect to Revna there -- the
6 allegations the Union filed on behalf of Revna in the unfair
7 labor charge was withdrawn?

8 A. Yes.

9 Q. Okay, thank you. My understanding is that Revna
10 communicated to someone, I'm not sure who, that Revna was
11 striking. To your knowledge, did anyone else ever engage in a
12 strike in conjunction with Revna?

13 A. No.

14 Q. You said no?

15 A. No.

16 Q. Now, in your testimony on direct examination as well as in
17 your affidavit I believe you indicated that there are partners,
18 partners at Starbucks that goes to baristas and shift
19 supervisors, correct?

20 A. Correct.

21 Q. I'll go back to using employees that don't -- that
22 employees are reluctant to participate -- reluctant to be
23 involved with the Union because of the separation of Revna,
24 Justin and Joselyn, is that a clear understanding of your
25 statements?

1 A. Yes.

2 Q. And how do you know that, sir?

3 A. Through our attempts to reach out to them through those
4 three people, we have heard back that the folks that would be
5 willing to participate are -- don't want retaliation to come
6 for them.

7 Q. So your knowledge or certain knowledge about that subject
8 that you just testified to comes through one or more Joselyn,
9 Justin or Revna. You have no firsthand knowledge, no employee
10 from the store has said that to you. And if I understood, the
11 Union has not sought to connect with any of the employees who
12 are on the voter list, who are still employed at the store
13 directly.

14 A. Correct.

15 Q. And you've explained that, sir, you've talked about how
16 unions typically awaits for contact from someone in an
17 enterprise as opposed to initiating contact itself with people
18 in an enterprise; is that a fair statement?

19 A. Correct.

20 Q. And I can go through it and maybe I should go through it,
21 I believe that of the 15 employees who are eligible voters
22 there are still seven employed at the store, is that your
23 understanding or if you don't understanding we can go through
24 the names.

25 A. I'm not sure who's left at the store.

1 Q. Okay. You remember Akeeb Ollie?

2 A. Yes.

3 Q. Am I correct that Akeeb was working in the store during
4 the -- during the period following the filing of the petition
5 with the intention of transferring to a different Starbucks
6 store?

7 A. That's what I heard.

8 Q. And who did you hear that from?

9 A. I heard that from Justin.

10 Q. Okay. And there's a person who's name I'm not sure I'm
11 going to say right, it's Luiza, L-u-i-z-a, and the last name is
12 A-r-a-m-a. Does that name ring a bell for you?

13 A. Yes.

14 Q. Is it your knowledge that she's still employed at the
15 store?

16 A. Yes.

17 Q. Okay. And we already discussed Revna has separated. You
18 have to answer verbally.

19 A. Yes, yes.

20 Q. And Joselyn has separated.

21 A. Yes.

22 Q. Max Cook is separated.

23 A. Yes.

24 Q. Nicole Green is still employed at the store, is that your
25 knowledge?

1 A. Yes.

2 Q. Someone named Yuki, Y-u-k-i, last name H-s-i-e-h is still
3 employed at the store?

4 A. Yes.

5 Q. T-a-y-d-o-e, I think he may have another first name like
6 Dante, Dante Jones, Taydoe Jones is no long employed at the
7 store.

8 A. Yes.

9 Q. Are you aware that Taydoe was fired for theft?

10 A. Yes.

11 Q. Okay. Stephanie Olsen, O-l-s-e-n, is still employed at
12 the store?

13 A. Yes.

14 Q. Lavender Sandi, S-a-n-d-i is still employed at the store?

15 A. Yes.

16 Q. Abigael, A-b-i-g-a-e-l, last name T-i-o-s-h-i-t is still
17 employed at the store?

18 A. Yes.

19 Q. Darren Wisher, W-i-s-h-e-r, is no longer employed at the
20 store?

21 A. Yes.

22 Q. And Justin is separated.

23 A. Yes.

24 Q. So the ones who are employed, I'm just going to speak out
25 loud, still employed at the store are Luiza, Nicole, Yuki,

1 Stephanie, Lavender, Abigael. That's six, I'm missing
2 somebody.

3 JUDGE GARDNER: Is Kiba Lee still employed?

4 MR. MENDELSON: He's employed by Starbucks, but at a
5 different store.

6 JUDGE GARDNER: Okay.

7 MR. MENDELSON: I think I'm missing somebody.

8 Luiza, Nicole Yuki, Stephanie, Lavender, Abigael. I'll have to
9 go back and count.

10 JUDGE GARDNER: There are 13 names that I'm working
11 off of.

12 MR. MENDELSON: Oh.

13 JUDGE GARDNER: In GC 2, but that's not 15 names.

14 MR. MENDELSON: Yes. Jerry separated from the
15 store, correct. There's one more. So I'll come to it if I
16 can. Oh, you got it, okay.

17 BY MR. MENDELSON:

18 Q. Oh, Nellie Hines, does that name ring a bell for you sir?
19 No?

20 MR. JACKSON: She goes by Brianna.

21 MR. MENDELSON: Oh, Brianna?

22 MR. JACKSON: Yes.

23 MR. MENDELSON: Okay, thank you.

24 BY MR. MENDELSON:

25 Q. Brianna, Brianna's still employed at the store?

1 A. Yes.

2 Q. So seven of the 15 eligible voters are still employed at
3 the store, correct?

4 A. Correct.

5 Q. And while the Union's protocol or approach does not call
6 for initiating contact with a situation where it's not familiar
7 with eligible voters, in this instance the Union has
8 familiarity with either all or some of those seven, correct?

9 A. Through Joselyn or Justin or Revna, yes.

10 Q. Well, so the voter list included each person's personal
11 email address, personal phone number and has their personal
12 residential address, correct?

13 A. Correct.

14 Q. So you have the means and have had the means to contact
15 them directly, correct?

16 A. Correct.

17 Q. Okay. And so the decision not to do that is a function in
18 part at least that the Union's own decision making that it does
19 not wish to contact people directly, but rather wants to do it
20 through the three former Organizing Committee members and in
21 fact has done that even though those people separated?

22 A. Correct.

23 Q. Okay. Joselyn was a shift supervisor, correct?

24 A. Yes.

25 Q. And am I correct that a shift supervisor is responsible

1 for running the front of the store when the store manager is
2 not handling that, but doing administrative responsibilities?

3 MR. JACKSON: Objection, calls for speculation.

4 JUDGE GARDNER: If he knows. I wouldn't want you to
5 guess about that. Do you have any information to rely on to
6 answer that question?

7 THE WITNESS: I don't know the specifics of the job
8 to answer that.

9 JUDGE GARDNER: Okay.

10 BY MR. MENDELSON:

11 Q. I just want to make sure I understand something. I think
12 you acknowledged on direct examination that the Union has
13 publicized the dispute over Joselyn's separation?

14 A. Yes.

15 Q. How has the Union done that besides the rally?

16 A. Through the press releases, through Tweets, through
17 interviews with the press, yeah.

18 Q. Okay, so that's what I was going after. So the Union has
19 made affirmative contact with the press to put Joselyn's
20 dispute into the public domain.

21 A. Yes.

22 Q. And there was a reference by Mr. Jackson to a person that
23 he referred to as Leann. I didn't catch who she is?

24 A. The press coordinator.

25 Q. For the Union?

1 A. For the Union.

2 Q. What's her last name?

3 A. Tori-Murphy, I believe.

4 Q. It's a hyphenated name with two names?

5 A. Yeah, yeah.

6 Q. Okay. So to go back to what I was asking you before of a
7 different name, the Union has not had direct contact with any
8 of the seven named eligible voters from the election that took
9 place at the Great Neck store to ascertain from them in their
10 own words why -- strike that.

11 You've testified and it's in your affidavit that the
12 Union believed it did not have a fair election at the Great
13 Neck store because of alleged coercion and other wrongful
14 conduct by the company, correct?

15 A. Correct.

16 Q. The Union has not secured from these seven remaining
17 eligible voters at the Great Neck store anything to confirm the
18 Union's belief.

19 A. I have heard from Joselyn of people she's been in contact
20 who in theory are -- as part of the amendment don't want to
21 publicly support it or show their support for fear of
22 retaliation.

23 Q. As I understood that, sir, you said that before, but I'm
24 just asking to confirm. The Union has not itself sought or
25 actually secured input from those seven people as to what their

1 feelings about the Union are and whether or not they believe a
2 fair election could be held?

3 A. Correct.

4 Q. And I may be recalling this inaccurately, in one of your
5 affidavits did you reference a store employee who at certain
6 times since the election has continued to wear a Union pin?

7 A. Yes.

8 Q. I don't remember that. I don't know if you named the
9 person, but if the person is wearing a pin there would be
10 nothing confidential about that. Do you remember who that is?

11 A. I don't recall the specific name, no.

12 Q. Okay, but somebody still working at the store sometime
13 subsequent to the election was wearing a Union pin?

14 A. Yes.

15 Q. By the way, does the Union -- does the Union have any
16 evidence that any of the employees at the Great Neck store and
17 I don't mean just those former eligible voters that had an
18 election, but any of the employees of the Great Neck store
19 today read any of the newspapers that have these accounts about
20 Joselyn that are General Counsel Exhibit 9(a) through (f)?

21 MR. JACKSON: Objection, lacks foundation.

22 JUDGE GARDNER: Well, he can ask it if he's aware of
23 that.

24 Are you aware of that?

25 THE WITNESS: I'm not aware of that.

1 BY MR. MENDELSON:

2 Q. And does the Union have any information that any of the
3 employees at the store in Great Neck look at the Union's
4 Twitter page?

5 A. We don't know.

6 Q. Or your Twitter page?

7 A. No.

8 Q. I'm responding to some portions of what are in General
9 Counsel's Exhibit 9(a) through (f). To your knowledge does the
10 Union know how many employees were discharged by Starbucks in
11 2020?

12 A. No.

13 Q. Does the Union know how many employees were discharged by
14 Starbucks in 3029?

15 A. No.

16 Q. And just for the record, I think when Mr. Jackson asked
17 you a question on direct examination he may have spoken of the
18 Union's efforts in 2022 -- I think I'm right in what I
19 remember, I could be wrong -- just for the clarity of the
20 record, the Union began organizing in Buffalo in the late
21 summer or early fall of 2021, correct?

22 A. I believe that's correct.

23 Q. Okay. And you gave some testimony on direct I just want
24 to clarify when you and Mr. Jackson were talking about the
25 rally for Joselyn there was some discussion about the Union

1 reaching out to other allies -- ally groups to try to build
2 support for that and you made some statement about the folks in
3 the store.

4 I don't know if you remember that, I was trying to
5 figure out whether you were talking about the employees in the
6 store or a broader population, employees, customers?

7 A. Employees in the store.

8 Q. Employees, okay. In your May 19th affidavit in Paragraph
9 8, you said -- I may have quoted this before, I'm sorry, I just
10 want to establish a point, I do not at this time fully
11 understand the reasons why Justin left his job. Do you recall
12 writing that?

13 A. Yes.

14 Q. Is that still the case, sir, that you don't have a full
15 understanding of Justin's departure?

16 A. I think I know some of the reasons.

17 Q. Okay, and you testified before about that, but I was just
18 trying to resolve that.

19 A. Okay.

20 Q. Okay? In that same affidavit you indicated that you,
21 Joselyn and Julie met once or twice in March of 2022 and you
22 guys gave your respective assessments of employee support for
23 the Union, correct?

24 A. Correct.

25 Q. And at one point there was a belief that there were ten

1 employees who were strong supporters of the Union and five who
2 were either opposed the Union or undecided, right?

3 A. Correct.

4 Q. Is there any reason that the company's managers cannot do
5 the same things that you three did that day, that is talk among
6 themselves with their assessment of employees' support for the
7 Union?

8 MR. JACKSON: Objection, calls for a legal
9 conclusion.

10 JUDGE GARDNER: Yeah, I think that it does. I don't
11 know.

12 MR. MENDELSON: Well, I'm not asking him as a
13 lawyer, I'm asking him as a person in the field to indicate to
14 me whether he believes there's anything wrong with managers,
15 based on whatever they know, talking about how they feel the
16 employees will ultimately line up when it comes time to vote.

17 JUDGE GARDNER: Yeah, but I mean is there -- is
18 there an allegation that managers spoke among themselves about
19 that?

20 MR. MENDELSON: I don't believe there is, but I --

21 JUDGE GARDNER: I don't think that would be --
22 anyone would allege that to be unlawful right, managers could
23 talk about that. How they got that information might become a
24 subject, but I'm going to sustain the objection.

25 MR. MENDELSON: Okay.

1 BY MR. MENDELSON:

2 Q. Now, the affidavit also mentions -- claims that Mario was
3 fomenting the sense about whether there should be a Union by
4 spreading rumors that Joselyn was being paid by the Union; do
5 you recall that, sir?

6 A. Yes.

7 Q. Did anyone ever tell you that what Mario discussed was
8 that he had heard that there were other scenarios, he didn't
9 speak to Joselyn specifically, that people who are employed in
10 the store are paid by a Union to help organize?

11 A. No, I'd heard that, the same that Joselyn was being paid
12 by the Union.

13 Q. Do you have knowledge, apart from whether it's true or
14 not, do you have knowledge that in Buffalo there was a person
15 who was organizing I think the first store, I think among the
16 first Starbucks stores who was paid by the Union?

17 A. Yes.

18 Q. Okay, so that was not only something you heard, but as you
19 understand it was true?

20 A. Yes.

21 Q. So if Mr. Leon had understood that and had raised that as
22 an issue, he would be raising it based upon something that was
23 factual, not necessarily of Joselyn, but in another instance
24 involving a Starbucks organizing drive?

25 MR. JACKSON: Objection, calls for speculation.

1 JUDGE GARDNER: Yeah, I do think that sounds
2 speculative. I mean Mr. Leon can explain his words when you
3 examine him. He can't really guess at what Mr. Leon was
4 thinking.

5 MR. MENDELSON: Well, I wasn't asking him to guess
6 at it.

7 BY MR. MENDELSON:

8 Q. Okay, sir, you've acknowledged there was a paid organizer
9 in Buffalo?

10 A. Yes.

11 Q. Okay.

12 MR. JACKSON: Your Honor, could we just go off the
13 record for one moment?

14 JUDGE GARDNER: Off the record.

15 COURT REPORTER: We're off the record.

16 (Off the record.)

17 JUDGE GARDNER: On the record.

18 COURT REPORTER: We're on the record.

19 MR. MENDELSON: I'm almost done, sir.

20 BY MR. MENDELSON:

21 Q. In the September affidavit, Paragraph 4, you have a
22 statement that Joselyn informed you that there was a break in
23 at the store two days before the August 15 rally and that
24 Joselyn knew this from one of her contacts at the store. Do
25 you know which person told Joselyn about the break in?

1 MR. JACKSON: Objection, calls for the witness to
2 reveal the Union activities of employees not involved in the
3 case.

4 JUDGE GARDNER: Yeah, let's not go there.

5 MR. MENDELSON: But it's not about Union support,
6 it's about the break in.

7 MR. JACKSON: You're trying to elicit information
8 about which employees may be informing the Organizing
9 Committee.

10 JUDGE GARDNER: Yeah, I don't think you have a
11 nefarious intent, Mr. Mendelson, but I don't want to go into an
12 area that's going to do that.

13 MR. MENDELSON: Just a minute, Judge, I want to make
14 sure none of my colleagues have anything more for me to ask.

15 JUDGE GARDNER: Let's go off the record.

16 COURT REPORTER: We're off the record.

17 (Whereupon, there was a pause from 4:51 p.m. to 4:53 p.m.)

18 JUDGE GARDNER: Back on the record.

19 COURT REPORTER: We're on the record.

20 BY MR. MENDELSON:

21 Q. At the beginning of your testimony on direct examination I
22 think you said that your understand was Joselyn had worked at
23 the store for years in the plural. Is that your understanding?

24 A. I believe she's worked at Starbucks for years.

25 Q. Okay.

1 A. I'm not sure.

2 Q. So isn't it true, sir, that she's only worked -- she only
3 worked at the Great Neck store for less than a year?

4 A. Okay.

5 Q. You didn't know that?

6 A. I knew she worked at Starbucks for years.

7 Q. Okay, so you're not aware that she worked at a different
8 store and transferred to the Great Neck store sometime in the
9 fall of 2021?

10 A. If I did, I forgot.

11 Q. Okay.

12 MR. MENDELSON: I have no further questions at this
13 time.

14 JUDGE GARDNER: Okay. Do you have any redirect?

15 MR. JACKSON: I believe I have just a couple.

16 REDIRECT EXAMINATION

17 BY MR. JACKSON:

18 Q. Mr. Saff, where do you get your understanding about which
19 employees are still employed at the store?

20 A. I get that from when I speak with Joselyn.

21 Q. So is it true that you're not really sure who still works
22 there?

23 A. Yes.

24 Q. I want to make sure your testimony is clear on this. Why
25 hasn't the Union -- why hasn't the Union reached out to current

1 store employees despite having their contact information and
2 I'm talking the period after Justin's termination?

3 A. Yeah, the period after Justin's termination. From what --
4 you know, in one sense it's because the spirit of the campaign
5 has been running very -- led by the partners for the employees,
6 so that that task would typically fall upon, you know, the
7 continuing organizing members in the store.

8 And from their reports back to me, you know, telling
9 me that these folks are scared to get involved with the Union,
10 you know, reaching out to them even though we have their
11 contact information would seem pointless.

12 Q. Why would it seem pointless?

13 A. Because they would not participate with us out of fear of
14 retaliation.

15 Q. Do you know what the Union alleged in its unfair labor
16 practice charge that it filed with the NLRB related to alleged
17 retaliation against Justin?

18 A. Against Justin?

19 Q. Yeah, do you know what the Union said to the NLRB in its
20 charge?

21 A. Besides the hour cuts ones?

22 Q. I'm asking you do you know?

23 A. No.

24 Q. Are you involved in managing the Union's Twitter page?

25 A. No.

1 Q. Do you know how many followers are on the Union's Twitter
2 page?

3 A. I haven't checked it. I don't know, more than a thousand.

4 Q. More than a thousand? Do you keep track of which -- who
5 those more than a thousand followers are?

6 A. No.

7 Q. Was the Great Neck Road Starbucks open at the time of your
8 rally on August 15?

9 A. Yes.

10 Q. What did Revna tell you about their intention to study
11 abroad?

12 A. That -- I don't remember everything that they wanted --
13 that I knew it was coming in the future for them. I forget
14 when exactly they told me, but yeah.

15 MR. JACKSON: No further questions.

16 JUDGE GARDNER: Does the Charging Party have
17 additional questions for this witness?

18 MS. HAHN: No, Your Honor.

19 JUDGE GARDNER: Okay. Any recross?

20 MR. MENDELSON: Just one question, Judge, on
21 recross.

22 JUDGE GARDNER: Yes.

23 RE CROSS EXAMINATION

24 BY MR. MENDELSON:

25 Q. Just to be clear, sir, when you answered Mr. Jackson just

1 now and he asked you about retaliation, the allegations where
2 Justin said besides hours, so apart from anything else, what
3 was your understanding about the hours allegation?

4 A. That it was -- the hours allegation was alleging that
5 Starbucks was not allowing Justin to change his hours in
6 retaliation for turning to the media.

7 Q. And that allegation was withdrawn?

8 A. Yes.

9 MR. MENDELSON: Thank you, no further questions.

10 JUDGE GARDNER: Okay. So it sounds like you're done
11 with your testimony. Thank you very much for joining us today.
12 You can have a seat, leave, however you please.

13 (Witness excused.)

14 JUDGE GARDNER: I guess that's the conclusion of our
15 testimony for today. We are anticipating -- let's do
16 housekeeping off the record.

17 COURT REPORTER: We're off the record.

18 (Whereupon, at 5:02 p.m., the hearing in the above-entitled
19 matter was adjourned, to reconvene on Thursday, October 10,
20 2022 at 9:30 a.m., in the same place.)
21
22
23
24
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

C E R T I F I C A T I O N

This is to certify that the attached proceedings done before the National Labor Relations Board (NLRB), Region 29, in the matter of Starbucks Corporation, Case No. 29-CA-290364 et al, in Brooklyn, New York, on October 19, 2022, and was held according to the record, and that this is the original, complete, and true and accurate transcript that has been comparted to the recording from the hearing, that the Exhibits are complete and no exhibits received in evidence or in the rejected file are missing.

Mary E. Dring

MARYBETH BURKE DRING

—	29:11 accountable (2) 48:18;49:1	address (8) 10:17;15:7,9,21; 68:18;134:14;174:11, 12	AFL-CIO (1) 141:9	alleged (13) 12:20;26:2,8,11; 57:23;122:18,21; 146:9;153:2;166:17; 176:13;185:15,16
-- (28) 31:5;32:6;62:15; 75:18;80:23;85:21; 109:1;115:2;119:13; 122:22;125:23;132:2; 133:3;141:14;144:25; 146:7;153:10;157:12; 159:17;163:24;164:5; 169:5;171:4;176:20; 179:9;184:2;186:12; 187:4	accounts (2) 106:21;177:19 accrue (1) 85:10 accurate (2) 150:3;162:16 accurately (12) 49:22;63:18,21,24; 65:4,6;78:12;79:25; 83:7;89:17,22;147:15 accused (1) 118:19	addressed (5) 7:14,16;112:23; 134:9;161:23 addressing (1) 136:25 adjoined (1) 187:19 adjust (1) 75:13 adjustment (3) 165:20,25;167:5	afternoon (4) 100:18,19;140:25; 141:1 again (28) 9:9;13:14;38:1; 43:21;50:8;57:12,16, 17,19;58:6,11;65:11; 81:13;89:10,20;90:6, 19;98:7;104:2; 108:13;122:10; 125:15;142:10;150:8; 152:4;165:9,22; 166:15 against (14) 18:15;19:13;21:16; 23:3;35:19;50:7; 57:23;85:24;87:6,10; 89:8,14;185:17,18	alleging (1) 187:4 allies (3) 131:23;132:1;179:1 allow (3) 40:6;100:3;106:11 allowed (10) 18:18;19:18;50:24; 51:18;52:14;64:7; 88:7;138:6;150:18,18
A	achieve (1) 23:1	administer (1) 24:13	agent (1) 137:24	allowing (1) 187:5
Abigael (3) 172:16;173:1,8 A-b-i-g-a-e-l (1) 172:16 ability (2) 21:25;114:15 able (17) 8:11,14;12:25,25; 13:4;18:9;20:10; 52:23;63:3;76:11,14, 15;103:20;104:4; 116:18;144:6;154:12	acknowledge (1) 163:22 acknowledged (3) 151:9;175:12;182:8 acquire (1) 56:20 acquisition (1) 143:6 across (3) 30:14;120:7;121:2 Act (4) 141:16,22;148:23; 164:1	Administrative (3) 1:15;7:12;175:2 admission (11) 121:18,22;124:20; 126:20;127:21; 128:18;130:12;131:9; 137:12;162:8,8 admissions (1) 164:2 admit (1) 123:1 adopting (1) 108:15 advance (2) 109:8,9 advantage (2) 52:9,14 adverse (2) 8:16;12:16 advising (1) 10:2 advocacy (1) 86:10 advocate (1) 107:20 affect (5) 37:24;38:3;62:16, 21,22 affecting (2) 38:7,18 affidavit (16) 144:25;145:5,11; 146:8;147:21;149:6; 150:23;162:14;164:5, 6;169:17;176:11; 179:8,20;181:2; 182:21 affidavits (5) 139:13;142:22; 144:24;145:3;177:5 AFFILIATED (3) 1:8;7:7;100:24 affirmative (1) 175:19 affirming (1) 17:10	ago (3) 33:23;154:25; 157:25 agree (8) 11:2;53:12,14;88:2; 142:25;149:7;163:19; 169:5 agreed (1) 17:9 agreement (3) 85:19;152:18,19 agrees (2) 162:5,7 ahead (20) 12:13;16:3,16;25:5, 20;27:19;33:1;43:4; 47:1;50:17;52:6; 55:16;61:7;71:1;74:7; 89:5;95:13;123:3; 129:22;159:20 aides (1) 24:7 aimed (1) 18:2 Akeeb (2) 171:1,3 akin (1) 79:10 Alexis (7) 19:1;31:9,21;36:22; 92:7,8;96:8 aligned (1) 68:2 allegation (10) 163:7;166:12,22; 167:3,8;168:6; 180:18;187:3,4,7 allegations (2) 169:6;187:1 allege (1) 180:22	ally (1) 179:1 Almost (2) 17:25;182:19 alone (2) 24:7;35:21 along (2) 58:13;159:9 although (3) 8:25;153:14;154:13 Alvin (1) 31:13 always (3) 10:10;56:20;79:7 amend (1) 11:3 amendment (1) 176:20 America (1) 131:24 American (1) 141:7 among (8) 17:17;24:12;34:16; 83:10;151:3;180:5, 18;181:15 amongst (1) 29:12 amount (1) 155:16 amounts (1) 156:8 Amsterdam (4) 119:25;120:2,18,20 analogous (2) 160:21;161:4 analogy (3) 79:16,19;161:3 and/or (4) 76:16;99:8;112:20; 168:4 announced (5) 83:18;84:16,19; 86:4;108:21 answered (3) 112:18;150:13;
—	acted (1) 153:22 action (5) 36:24;48:11,22; 50:4;123:23 actively (1) 138:9 activities (6) 19:15,21,25;20:1; 21:14;183:2 activity (2) 22:18;85:10 actual (1) 147:9 actually (14) 20:23;59:21;78:15, 15;89:14;91:14; 102:2;114:8;117:7; 132:1;143:15;144:25; 145:2;176:25 Adam (1) 32:6 add (1) 167:22 added (1) 11:12 addition (2) 10:9;11:8 additional (5) 7:9;24:21;73:10; 139:7;186:17 additionally (2) 64:2;75:12			
—about (1) 120:1				
A				
above (3) 32:2;62:6;63:1 above-entitled (2) 1:14;187:18 abroad (3) 116:17;154:3; 186:11 absence (5) 13:8;31:14;114:23; 115:3;162:8 absolutely (11) 38:22;39:19;44:17; 46:5;47:20;59:13; 65:7;70:6;89:3,6,9 accept (1) 145:10 accommodate (6) 156:21;165:21; 166:1,13,18;167:4 accompanying (2) 40:25;58:13 Accordingly (2) 10:1;24:14 account (5) 123:8,10,12,13,21 accountability (1)				

186:25 anticipate (3) 13:4,19;42:16 anticipating (2) 167:19;187:15 anti-Union (2) 19:7;21:5 apart (2) 181:13;187:2 apologize (1) 12:22 apparently (1) 152:22 appear (1) 8:13 appearances (1) 7:19 appears (2) 90:8;135:15 application (1) 13:15 applied (1) 26:19 applies (1) 93:20 apply (1) 93:17 appreciate (1) 13:16 approach (2) 54:12;174:5 appropriate (2) 142:14;162:10 appropriately (1) 24:17 approval (1) 19:17 approximately (16) 14:15;33:23;36:25; 46:12,14;118:1,23; 119:17;120:5,25; 124:18;127:17; 128:14;130:10; 132:17;135:7 approximation (1) 46:14 April (9) 80:12;109:23,25; 110:2,3,4,6;113:14; 156:3 A-r-a-m-a (1) 171:12 area (3) 120:21;126:7; 183:12 areas (1) 31:7 aren't (1) 62:1 arguendo (2) 146:4;159:18 arguing (1) 161:14	argument's (1) 149:16 arguments (1) 162:5 arise (1) 52:16 arose (1) 147:22 around (33) 8:23;33:24,25;35:3, 7,8,8;48:15;54:5; 57:1;73:22;89:10; 114:22;116:23;118:2; 119:1,18;120:6; 121:1;124:19;126:5; 127:18,20;128:15; 130:11;131:8;136:5, 10,13,20;137:4; 142:23;143:1 arrived (7) 48:3;156:13,14,14, 15;164:23;165:2 art (1) 73:15 article (40) 39:2,7;57:22;58:25; 59:3,4,5,7,8,14;60:13, 16,18,19,21,21; 117:21;118:9,11,18, 21;119:6,12,15;120:7, 13,22;121:8,13;128:9, 22,23,23;129:3,6,8; 130:1,3,5,7 articles (4) 38:25;129:19; 155:6,11 ascertain (2) 156:11;176:9 aside (2) 22:2;131:19 aspects (1) 79:12 asserted (2) 121:25;122:3 asserting (1) 122:6 assertion (3) 121:22;122:5; 152:18 assessment (2) 44:22;180:6 assessments (1) 179:22 assigned (1) 7:13 assignment (4) 31:15,16,18,25 assist (1) 107:11 Associate (1) 7:16 assume (3) 123:1;141:18;143:9	assumed (1) 105:4 assumes (1) 165:15 assuming (5) 12:23;98:2;146:3; 150:1;159:18 Astoria (5) 103:2,2;124:3; 133:14,15 attaching (1) 130:1 attachments (2) 97:1,10 attain (2) 18:9;83:14 attempt (4) 108:18,22;109:11; 123:5 attempted (7) 109:13,14;115:25; 116:9;137:18,25; 138:3 attempts (1) 170:3 attend (8) 131:22,25;132:4,6, 15,22,23,25 attendance (4) 18:17;19:14;23:8; 48:18 attended (4) 132:18;160:4,6,10 attention (15) 10:9;14:24;16:21; 27:1;38:14;61:15; 77:10;117:17;118:12; 119:9,23;120:11; 121:6;135:9,12 attitudes (1) 9:25 attorneys (1) 91:16 audibly (2) 142:21;144:13 audience (1) 25:17 audio (10) 40:22,23,23;41:6, 20;55:8;76:25;77:25; 78:12;82:8 audiotape (18) 43:5,22;47:12; 49:17;52:20;56:7; 57:4,7;58:23;63:12; 65:1;68:11;77:22; 79:23;82:5;88:21; 90:9;94:14 audit (1) 54:5 August (16) 118:25;119:1,18, 18;120:6;121:1,15;	127:18,20;130:1,11; 132:6;135:8;136:15; 182:23;186:8 Austin (5) 123:24,25;124:1; 125:11;127:10 authenticate (1) 13:1 authenticating (2) 13:9;55:13 authentication (1) 13:24 authorization (5) 17:3,7;19:19; 111:22;143:7 availability (1) 156:20 available (4) 10:10;58:19;66:21; 139:14 avoid (1) 26:16 awaits (1) 170:16 aware (39) 34:9,11,15,24; 35:22,24;38:10;48:6, 19;50:8;51:15,18; 52:9;81:5;83:10,14; 85:14,15;86:9,13; 93:4;94:21,24; 113:19;115:20; 154:20;160:10,13; 166:11,16,21,23; 167:2,7;172:9; 177:22,24,25;184:7 away (5) 8:17;35:15;93:1; 109:13;147:6	24 banners (1) 133:19 bargain (3) 17:11;24:15;133:4 bargaining (20) 17:12;18:10;20:11; 21:19;24:12,16; 51:11,21;64:14; 85:19,21;111:25; 112:4,12,14;145:24, 25;162:18,19;163:9 barista (2) 93:2,6 baristas (1) 169:18 based (9) 8:19;12:23;103:18; 104:2;138:10;154:21; 162:5;180:15;181:22 basically (1) 112:3 basis (2) 23:13,15 BBC (5) 121:8,10,13;130:1, 6 Bear (1) 40:13 bears (1) 153:11 became (4) 30:8;33:16,21;34:1 become (5) 62:19,22;113:10; 167:20;180:23 beg (1) 81:6 began (8) 17:3;19:6,12;21:2; 101:16;104:8;141:4; 178:20 begin (4) 12:7;101:15;104:6; 164:23 beginning (6) 7:8,19;12:19;16:17; 24:25;183:21 begins (1) 12:22 begun (1) 143:1 behalf (10) 7:23,25;8:7,8; 26:10;27:12;100:8; 115:25;168:6;169:6 behavior (3) 48:24;142:2;166:6 behind (4) 16:19;22:14;69:19; 145:9 belabor (1) 161:24
		B		
		back (52) 15:3;16:7,11;18:6; 19:7;35:15;44:18,20; 45:1;47:1;54:7;60:12; 67:1;69:10,20,24; 70:10,13;71:5,9,13, 15,17,20,24;72:1,8; 76:5;78:17;79:3,4,5; 80:8,9;82:12;83:19; 94:15;95:23;106:6; 117:8;133:10;135:16; 147:8;151:23;152:14, 15;169:21;170:4; 173:9;176:6;183:18; 185:8 backdrop (1) 23:3 background (2) 42:12;82:15 ballots (4) 19:22;84:9;109:7,		

belief (2) 176:18;179:25	bother (1) 88:3	burgeoning (1) 18:3	23:24;24:1,3,8,10; 38:25;40:10;43:25; 59:19;61:10;83:20; 84:3,6;102:17;103:5; 104:6,9,12,21;105:3; 4:106:10;107:12,15, 24;114:25;115:3; 118:5;134:12;138:5, 11,20;139:1;185:4	carried (2) 54:9,10
believes (3) 13:12;153:5;180:14	bothered (2) 87:4,7	business (2) 37:24;38:3		carry (1) 19:13
bell (2) 171:12;173:18	bottom (2) 136:23,24	bust (1) 106:10		Case (27) 1:3;7:7,10,11;10:5; 15:20;22:1;24:18; 25:1;26:17;27:8; 32:24;37:9;48:22,23; 51:20;99:9;100:24; 122:13,25;145:24; 148:21;150:16;153:1; 165:15;179:14;183:3
below (1) 125:9	Boulevard (4) 29:23;103:2; 133:14,15	buster (9) 86:15,18;87:10,14, 22;88:3,4;89:2,11		cases (1) 148:23
benefits (17) 20:6;22:10;63:4; 64:11,12,15,18;76:11, 16,21;79:9,10,14; 112:4,15;147:6; 162:20	Brandy (3) 133:6,11;136:24	busters (1) 86:10	campaigns (1) 102:20	cast (2) 21:23;83:15
besides (4) 158:22;175:15; 185:21;187:2	Brandy's (1) 133:14	busting (18) 114:6;145:8,13,14, 15,18;146:6,10,16,24; 147:7;149:10,23; 151:2,4;155:2; 163:17,17	can (98) 11:10,11;25:7; 27:24;31:4;33:18; 35:5;37:5,24;38:1,3; 39:6;42:6;43:10,21; 48:9;52:3,5;53:10; 55:21;57:13;60:12; 62:19;66:19,22; 68:22;70:5,6,12; 75:11;77:12;80:4; 81:7;90:6,7,19;91:22; 94:15;97:13;98:19; 100:5;102:15;103:1, 9,13;105:23,24; 107:14;108:9;111:14, 23;117:20;118:12,17; 119:11,24;120:11,12; 121:6,7;123:20; 124:10;126:8;128:7, 21;129:24;130:21; 133:2,17;134:23; 135:13,23;136:3,8,12, 16,18;137:1,8; 139:14;143:14,14,18; 145:6,16;146:17; 147:13;148:23; 151:20;158:23;161:4; 166:25;170:20,23; 173:16;177:22;182:2; 187:12	casual (4) 69:18,23;70:1; 71:22
best (5) 26:16;37:6;114:15; 135:25;154:12	break (7) 46:17;77:16;95:7; 98:16;182:22,25; 183:6	butcher (1) 91:22		catch (1) 175:23
Beth (48) 13:6;19:6;29:25; 30:3,8,12,13;35:12; 44:2,4,6,12;47:25; 48:3,13,15,17;50:5; 80:17;82:10,20,21; 84:2,11;89:18,20,23; 90:1,4,11,13,22;91:1, 13;92:18,19;93:6,7; 114:4;156:22;157:1, 6,10;158:9;164:10, 11;165:20;166:1	breaks (1) 15:6	buttons (2) 35:19,20		cause (1) 26:6
Beth (48) 13:6;19:6;29:25; 30:3,8,12,13;35:12; 44:2,4,6,12;47:25; 48:3,13,15,17;50:5; 80:17;82:10,20,21; 84:2,11;89:18,20,23; 90:1,4,11,13,22;91:1, 13;92:18,19;93:6,7; 114:4;156:22;157:1, 6,10;158:9;164:10, 11;165:20;166:1	Brianna (14) 46:6;110:14;111:2, 8,15;112:3,6,13,20, 24;113:7;173:20,21, 25	buy (2) 60:22;75:25	C	cease (1) 22:3
better (1) 76:21	Brianna's (1) 173:25		calcified (1) 24:12	Center (2) 1:17;121:11
bickering (1) 73:9	Bridgemont (2) 32:13,15		calendar (1) 75:13	central (1) 153:2
big (1) 118:13	B-r-i-d-g-e-m-o-n-t (1) 32:16		call (24) 10:9;73:9;74:14; 89:7;91:15,19;92:10, 12,15;93:10;103:16; 108:15,15;110:18; 117:17;118:8;123:22, 23;125:6;135:9,12; 139:24;158:2;174:5	CEO (16) 17:10;22:11;33:4,6, 8,9,12,14,16,17,22; 34:1,2;35:23;106:2; 107:3
biggest (1) 82:9	brief (5) 15:24;33:11;46:15; 80:7;130:24		called (12) 8:16;12:16;18:6; 27:12;29:5,5;78:23; 87:13,24;93:8;100:8; 158:4	certain (11) 20:22;35:22;36:10, 12;93:13;95:15;97:1; 149:11;163:22;170:7; 177:5
bit (5) 69:13;101:2; 110:25;137:23; 167:23	Briefly (2) 12:14;15:3		calling (4) 15:24;89:10,13; 161:2	certainly (1) 18:24
black (1) 94:22	bring (7) 14:23;26:25;40:5; 61:15;102:15;143:14; 145:16		calls (12) 12:3;25:6;99:24; 148:25;149:21; 160:25;162:2;163:1; 175:3;180:8;181:25; 183:1	chance (2) 15:6;105:19
block (2) 56:19;67:16	bringing (1) 22:21		came (17) 1:14;35:15;38:15; 49:3,4;50:6;56:25; 60:9;62:8,11;75:19; 76:7;82:22,24; 104:11;109:15;113:5	change (8) 9:25;49:5;61:25; 85:20;93:8;163:4,4; 187:5
BOARD (13) 1:2,16;7:6;17:13; 24:12;26:19;37:16; 100:22;101:10; 104:19,24;139:14; 142:1	British (3) 51:5,20;121:11		can't (12) 48:7;76:20;85:5,20, 21;93:16;122:4,4; 136:11,20;159:17; 182:3	changed (1) 126:11
Board's (2) 21:25;24:10	Broadcasting (1) 121:11		caption (1) 7:9	chanting (2) 133:25;134:8
boards (2) 100:25;101:7	broader (1) 179:6		capturing (1) 162:20	chants (2) 133:3;134:1
boss (3) 36:16;92:7;97:12	broke (1) 43:14		card (2) 17:7;48:11	characterization (2) 53:13,15
both (5) 32:22;76:10;78:15; 107:21;111:8	Brooklyn (1) 1:17		cards (8) 17:3;43:16;44:7,14; 48:7;102:4;105:6; 143:7	Charaz (1) 45:14
	brought (6) 68:1;71:22;81:13; 112:21;133:21;168:6		care (5) 87:12,16,19;153:8; 163:18	Charez (2) 107:17;113:22
	Buffalo (4) 16:20;178:20; 181:14;182:9		Carez (1) 116:6	charge (6) 166:12,17;167:3; 169:7;185:16,20
	build (2) 75:7;179:1		Carolina (1) 141:9	
	built (1) 73:15			
	bunch (2) 67:20;140:9			

Charging (12) 1:10;11:18;12:10; 14:6;16:19;24:20; 26:8;10;99:16; 100:23;139:6;186:16	11:15;128:22 clarify (2) 68:22;178:24 clarifying (1) 65:7 clarity (2) 8:23;178:19 classes (1) 85:25 clattering (1) 82:11 clear (7) 13:4;21:24;22:23; 142:4;169:24;184:24; 186:25 clearly (1) 87:6 clip (2) 39:3,4 close (2) 23:12;70:22 closed (1) 26:14 coach (3) 29:11;142:7,13 coached (1) 157:7 coaching (2) 102:11;157:9 Coast (1) 29:5 coda (1) 23:23 code (1) 35:19 coerce (1) 18:24 coercion (3) 21:1,15;176:13 coercive (3) 20:17;21:5;22:10 coffee (2) 102:1;126:12 cold (2) 159:6,24 colleagues (1) 183:14 collected (1) 114:13 collective (7) 17:12;24:16;51:11, 21;64:13;85:18,21 collectively (1) 101:10 colloquially (1) 145:25 colloquy (5) 8:9,12;12:23; 117:12;163:22 Columbia (2) 51:5,20 comfort (1) 100:3	coming (6) 93:3;134:10;138:7; 143:2;163:2;186:13 commenced (1) 143:3 commencing (1) 141:11 comment (1) 112:13 commentary (1) 161:14 commenting (1) 160:16 comments (2) 112:16;160:24 committed (1) 8:21 Committee (9) 106:1;107:23; 108:2,10;109:4; 133:14;146:22; 174:20;183:9 common (2) 84:20;90:23 commonplace (1) 49:1 communicate (3) 108:24;113:6; 158:25 communicated (2) 154:21;169:10 communicating (1) 116:3 communication (6) 7:14;14:10;114:20; 115:15,18,21 communications (2) 116:14;164:9 community (1) 131:23 companies (1) 152:7 company (14) 13:12;28:3;29:11; 33:3;75:21;152:11; 153:21;156:12; 160:23;161:14,24; 163:8;166:13;176:14 company's (7) 15:12;156:3; 161:13;166:13,17; 167:4;180:4 compared (1) 160:22 complete (3) 14:22,22;163:25 completed (2) 26:18;84:9 comprised (1) 29:1 compulsory (1) 147:23 concealing (1)	23:22 concept (1) 148:19 concern (1) 75:3 concerning (9) 8:9;15:12;38:7; 44:16;45:5,12;62:16; 76:6;123:6 concerns (1) 75:14 conclusion (7) 10:5;149:1;161:1,3; 162:3;180:9;187:14 Concurrently (1) 19:6 condition (2) 44:22,24 conditions (2) 20:10;48:12 conduct (17) 20:17;21:2,18,25, 25;23:5;122:5,7,18, 19;146:9;149:9,13; 153:2;163:14,22; 176:14 conducted (1) 83:10 conference (1) 12:3 confidence (1) 13:7 confidential (1) 177:10 confirm (6) 143:19;144:6; 149:12;150:12; 176:17,24 conjunction (3) 17:15;40:23;169:12 connect (1) 170:11 connection (3) 86:10;102:7;153:22 connections (1) 137:22 consent (3) 80:23;81:2,4 consisted (1) 107:25 consistent (1) 155:10 consisting (1) 14:15 consists (1) 41:1 consolidated (2) 7:8,10 constitute (2) 147:6;149:23 consulting (2) 165:5,9 contact (20)	103:15;104:3; 108:4;115:6,10; 116:9,11;137:18,25; 138:3;170:16,17; 174:6,14,19;175:19; 176:7,19;185:1,11 contacts (1) 182:24 contain (1) 130:2 content (2) 26:22;121:23 context (4) 53:11;68:21;69:8; 146:5 continue (4) 22:23;50:3;52:2; 129:18 continued (3) 19:21;157:9;177:6 continuing (2) 55:10;185:7 continuous (1) 55:14 contract (3) 51:21;79:12;102:6 contrary (1) 19:17 convenient (1) 11:10 convention (1) 77:12 conversation (33) 8:20;44:25;45:21; 53:6,18;54:5,5,9,11, 12;55:14;57:8,10; 58:9;65:5;67:7;68:12; 69:23;70:1,19;71:22; 78:18,23;80:11; 82:22,25;83:19,22; 86:16;88:24;89:17, 18,22 conversations (15) 55:10,11;69:5,14, 17,18;75:17;80:17, 21;104:15;108:7,11; 138:8;149:5;153:12 converse (1) 139:3 convey (2) 108:19,22 Cook (2) 164:7;171:22 Coordinator (2) 118:4;175:24 copies (2) 95:14;117:4 copy (9) 10:23,24;17:14; 77:2;107:7;118:10; 145:7;151:19,20 corner (1) 132:14
---	---	--	---	--

corporate (1) 8:19	46:24;67:2;77:1;80:9; 81:21;88:14;94:5,8; 95:25;98:22;99:4; 100:13;117:6,12; 123:15;125:1;126:25; 128:2;129:15;130:18; 140:16,19,20;168:13; 182:15,18;183:16,19; 187:17	28:1,20;29:13;32:5; 6:33;6:64;16;100:21; 162:20;163:3	dead (1) 18:3	179:15
CORPORATION (3) 1:5;7:6;16:18		customarily (1) 152:22	deal (4) 40:21;49:24;138:7; 145:22	depending (1) 139:25
corrective (2) 48:21;50:4		customary (1) 24:11	dealt (1) 91:10	depends (3) 31:3;150:6,19
correctly (5) 35:12;37:5;123:1; 141:2;162:21		customers (3) 45:19,19;179:6	Dear (1) 143:13	depicted (1) 136:9
corresponded (3) 158:11,14,19	Courtroom (1) 27:3	cut (1) 118:11	December (3) 164:5,22;165:2	describe (6) 107:14;115:2; 126:8;133:2,17; 135:13
couldn't (1) 45:13	coverage (4) 116:22;118:5; 120:17;130:6	cutoff (1) 140:5	decide (1) 106:11	described (1) 162:15
counsel (65) 7:18,20;8:1;10:13, 18,18,24,25;11:1,16, 16,19;12:7,16,16; 13:25;14:6,8,25; 15:23;16:13;25:2,6, 12,22;26:10,20,25; 27:2,12,19;32:19; 40:22;41:5;53:18; 55:8;77:1;81:21; 88:14;97:4,4,18,23; 98:4,8;99:24;100:8; 117:5,12;122:14,16; 123:14;124:25; 126:24;128:2;129:15; 130:17;143:13; 145:24;146:5;151:19, 23;168:11,20;177:20	covered (3) 38:11;116:19; 156:22	cuts (1) 185:21	decided (3) 21:6;111:20;164:8	descript (1) 39:17
	covering (3) 119:3,13;120:16	cylinder (1) 93:8	deciding (1) 106:4	description (3) 10:20;38:13;42:24
	covers (3) 39:22,24;120:21	D	decision (5) 65:21;76:2;91:7; 174:17,18	desire (1) 17:10
	coworkers (7) 21:10;102:13,15; 104:16;108:8;115:7; 132:4	daily (1) 72:25	declarant (1) 20:24	desired (2) 9:23;16:22
	cracking (1) 164:11	Daniells (52) 8:18;9:1;13:6;19:6, 10,12,18;20:17;21:4, 11;22:6,10,13,20,24; 29:25;30:3,8,12,13; 35:13;44:2,4,6,12; 47:25;48:4,13,15,17; 72:24;73:1;80:17; 82:10,20;84:2;89:18, 20,23;90:1,11,13,22; 91:1;149:7;156:22; 157:1,6,10;158:9; 165:20;166:1	declarant's (1) 20:21	desperately (1) 22:14
	create (2) 8:23;106:13	Daniells' (1) 82:21	declare (1) 17:8	despite (1) 185:1
	created (1) 131:2	Dante (2) 172:6,6	declined (1) 24:4	destroying (1) 23:1
	creating (4) 21:13;45:18;89:8, 14	Darrell (1) 48:9	deducted (2) 20:8;64:3	detail (1) 157:25
	Cristian (2) 8:6;9:8	Darren (1) 172:19	deep (1) 24:11	determination (2) 150:17;153:3
	C-r-i-s-t-i-a-n (1) 8:7	date (7) 18:8;30:10;39:6; 54:8;77:13;91:6; 110:1	deeply (1) 20:25	determine (2) 34:17;76:20
	cross (9) 95:6;96:1;98:16; 99:7;139:9,19; 140:14,23;148:12	David (3) 99:24;100:7,15	defeat (2) 22:5;23:24	determined (1) 22:24
	crossed (1) 148:16	D-a-v-i-d (1) 100:15	defiantly (1) 22:22	determining (1) 149:12
	crossing (1) 151:11	day (19) 9:4;22:5,16;37:7; 51:1,3;60:10;61:24; 83:23,24;92:13;93:3; 106:25,25;134:24; 136:14;148:9;156:10; 180:5	define (3) 145:14,15;155:2	Devante (11) 46:4;76:6,8;77:5; 78:10,13,16,24;79:2, 8;80:1
	crowd (5) 134:9,14;135:15; 136:10,25	de (1) 107:18	definitely (4) 58:3;66:20;68:1; 107:18	development (1) 162:1
	cumbersome (1) 161:5		definition (3) 146:10;149:23; 151:3	developments (3) 9:25;37:24;38:3
	cup (2) 126:10,12		definitions (1) 148:8	deviating (1) 48:20
	cups (1) 70:18		demanding (1) 17:11	device (1) 38:21
	curious (2) 74:12;78:25		Democratic (1) 131:24	devices (1) 80:25
	current (11) 33:17;49:25; 112:15;115:11,21; 116:1;133:6;137:18, 25;138:3;184:25		demonstrate (1) 122:5	dice (1) 80:3
	currently (10)		demonstrates (1) 144:16	didn't (48) 8:24;9:8;35:9; 36:18;43:20;44:9; 49:4;52:12;60:7,8,9, 15,21,21,22;61:1; 62:10;67:21;69:22; 70:2;71:23;72:6; 74:21;80:3,23;85:25; 86:19;88:3;90:24; 93:4,11;96:21;98:3,

10;110:24;116:18; 154:14;156:24,25; 157:3;162:16;164:22, 24;165:2,11;175:23; 181:8;184:5 differ (1) 81:6 different (23) 20:14;28:11,21; 30:25;51:6,10;54:13, 14;63:8;76:3;102:20; 131:19;137:23;144:3; 148:8;160:15;161:16; 162:24;168:22;171:5; 173:5;176:7;184:7 difficulty (1) 150:17 digging (1) 87:11 dignity (1) 89:15 diligence (1) 110:15 direct (22) 13:11;27:20;31:10, 21;77:10;97:25;99:8; 100:16;108:3;115:10, 18;118:12;119:9,23; 120:11;121:6;169:16; 175:12;176:7;178:17, 23;183:21 directed (1) 88:7 directing (1) 152:13 directions (1) 35:21 directly (9) 30:12,13;32:2; 86:12,14;154:15; 170:13;174:15,19 Director (4) 11:9;19:1;31:25; 124:9 discharge (6) 23:15;92:15; 116:19,23;123:6; 137:20 discharged (3) 155:9;178:10,13 discharging (2) 23:14,21 disciplinary (1) 48:11 discipline (9) 21:8;23:5;29:10; 155:15;157:8,14; 158:13,16,20 disciplining (2) 23:21;48:5 discover (2) 60:2,3 discovered (1)	60:4 discriminatee (1) 12:20 discriminatees (3) 26:2,8,12 discuss (10) 18:7;25:9;26:14,17; 52:12;71:5,17;108:4; 109:6;113:10 discussed (7) 80:12,15;83:20; 113:6,13;171:17; 181:7 discussing (2) 58:25;104:14 discussion (9) 10:10;14:2,6;48:9, 9;113:2,5;148:22; 178:25 discussions (5) 9:23;10:4;72:13,15; 91:12 Disgusted (1) 24:1 dish (1) 82:18 dishes (5) 78:18,21;82:11,16, 17 display (2) 133:19;156:2 dispute (4) 159:3,5;175:13,20 dissemination (4) 20:19;122:1,17,22 distance (1) 31:5 distillation (1) 148:1 distributed (2) 19:23;22:12 distributing (1) 41:5 district (31) 8:10;12:15;18:1; 28:4,5,8,9,11,12,13, 20,21,24,25,25;29:3, 6,8,13;30:18,20;31:6; 34:21;37:23,25;38:2, 4,7;73:3;75:6;107:5 districts (5) 30:14,17,25;31:1,2 disturbed (1) 21:2 Ditmars (2) 103:2;124:3 dive (1) 96:21 Division (1) 7:14 document (64) 21:3;36:1,5,6,8,15, 17;37:1;38:15;40:14,	15;50:10;55:5;66:3,5, 11,12;81:22;88:15; 95:12;96:3,5;97:5,5,8, 9,17,20;105:15,21,24, 25;106:9,13,14,16,20; 114:17;117:3,18,23; 118:15;119:11; 120:12;121:7;122:8; 123:15,18;125:1,5; 126:25;127:4;128:3, 7;129:24;130:18,21; 131:14;151:21;157:8; 167:13,18;168:4; 169:3 documentation (1) 144:15 documents (9) 10:20;11:4;14:16, 18,20;15:18,25;66:7; 121:24 doesn't (8) 63:13;93:17; 160:19;161:21;162:6; 163:17,25;167:12 domain (1) 175:20 don't (82) 8:20;9:5;10:7;16:2; 26:3;33:15,19;35:8; 36:21;37:10;38:12; 39:6,25,25;42:7,17; 48:10;49:10;53:12, 14;58:3;60:25;62:2, 23;65:16,18,24;66:3, 6,7,10,12;67:24;70:1; 73:9,14,14;75:8,24; 76:19,20;81:8;83:22; 84:13;86:17,21; 87:12,16,19;89:6,20; 90:20;92:13;93:9; 95:1;98:19;103:25; 115:14;136:22;138:7, 8;143:14;147:9; 151:13;153:8;155:5; 156:6,17;161:2,3,20; 163:17;164:1;168:1; 169:21;170:5,23; 176:20;177:17;178:5; 179:14;183:11 done (8) 56:21;96:4;143:19; 164:12;174:21; 175:15;182:19; 187:10 door (3) 70:7,9,22 double (2) 8:18;167:20 down (5) 96:10,25;139:24; 144:1;164:11 dress (1) 35:19	drink (1) 127:10 drinks (1) 123:23 drive (7) 23:2;72:21;74:15; 103:21;108:14;143:1; 181:24 dropped (1) 167:10 DSA (1) 131:23 Due (1) 110:15 dues (2) 20:8;64:3 duly (2) 27:13;100:9 duplicates (1) 168:2 during (39) 8:5;9:23;13:19; 18:8;28:8;47:5;55:18; 65:3;68:16,18;69:5; 72:13,15,20;74:14; 75:17;80:12;90:18; 101:19;102:6;109:5, 23;110:22;111:2,24; 112:4,25;113:3,14; 133:2;134:7,12,16; 136:25;139:19; 150:24;166:6;171:3,4 duties (3) 29:8,10;101:22 E Earlier (4) 14:14;53:17;68:25; 97:18 early (11) 87:5;92:16,17; 101:16;110:2,4,6,17; 142:5;164:20;178:21 earn (1) 52:10 easiest (1) 157:18 east (1) 29:6 easy (1) 149:14 echoed (1) 22:10 educate (7) 49:13;50:12;65:20; 75:23;76:4;87:16,19 educated (2) 34:6;81:14 educating (2) 47:19;51:14 educational (1) 154:7	effect (2) 147:16;155:8 effective (1) 21:16 effectively (1) 24:9 efficiently (1) 140:11 effort (5) 8:23;49:13;55:11; 116:15;148:5 efforts (5) 17:16;18:23;133:7; 138:12;178:18 egregious (2) 24:2;146:2 either (17) 13:13;15:19;24:3; 26:15;85:3;87:19; 102:21;111:2,15; 136:22;141:14;157:7; 158:9;165:24;169:1; 174:8;180:2 elect (1) 113:8 election (46) 7:10;17:14;19:22; 21:17,23;22:1,1,4,5,7, 16;23:4;24:13;34:16; 83:10,15,18,23;84:7, 14;85:4;102:5,8,22, 22,25;105:6;107:1; 108:17,21;109:9; 114:5;146:3,4,4; 151:24;159:18;166:5, 6,9;176:8,12;177:2,6, 13,18 electronic (1) 14:15 electronically (1) 10:25 elevate (1) 101:2 elicit (1) 183:7 eligible (12) 12:18;47:6,15; 50:20;153:13;160:14; 170:21;174:2,7; 176:8,17;177:17 else (15) 15:22;46:20;70:16; 76:22;91:19;92:10; 99:20;103:11;107:4; 113:13;131:21; 146:23;158:22; 169:11;187:2 email (20) 36:14,16,17,22,25; 96:8,9,10,12,20; 97:23;103:16;106:18; 114:9;143:22;144:1, 2,3,15;174:11
---	---	--	---	---

email's (1) 143:25	16;183:2,8;184:19; 185:1,5	164:2	evolved (1) 143:6	178:9
emailed (2) 37:7;106:21	employees' (5) 17:12;19:21;21:13; 93:14;180:6	error (1) 23:13	Exact (3) 30:10;36:15;115:14	Exhibits (9) 41:4;58:16;77:6; 82:1;88:17;95:15; 121:19;123:2;155:7
emails (2) 12:4;107:6	Employer (6) 95:17;122:7; 146:15,19;160:16; 167:13	especially (2) 13:8;67:18	exactly (12) 60:10;62:23;67:6; 80:22;81:11;113:1,5; 122:25;133:25;136:4; 164:8;186:14	existing (2) 63:3;103:7
embedded (1) 125:9	employment (2) 20:11;114:1	essence (1) 81:14	EXAMINATION (17) 27:20;95:6;96:1; 97:25;98:17;99:8; 100:16;139:20; 140:14,23;153:15; 169:16;175:12; 178:17;183:21; 184:16;186:23	expect (5) 9:6;11:17;14:21; 26:25;74:10
empathetic (2) 48:13,15	encourage (1) 131:21	essential (1) 26:5	examine (2) 139:10;182:3	expectation (1) 45:21
employed (29) 28:1,2,8,13;100:21; 104:25;113:16,22; 115:16;132:24;143:8; 170:12,22;171:14,24; 172:3,6,11,14,17,19, 24,25;173:3,4,25; 174:2;181:9;184:19	encouraged (2) 131:23;159:5	essentially (2) 112:5;163:7	examined (2) 27:13;100:9	expectations (1) 150:7
employee (45) 16:20,24;17:6,18, 23;19:25;21:6,12; 22:15;24:2;40:9;45:4, 8,14,23;46:1,4,6,9; 48:1,3,4;59:19;66:10, 12;73:12;76:6;77:4,5; 103:18;104:3;107:8; 116:1;137:25,25; 159:4;160:6,14; 161:17,18;164:7; 165:10;170:9;177:5; 179:22	end (7) 10:5;18:25;114:1; 118:2;136:4;148:9; 168:17	establish (5) 18:14;19:9;20:13; 23:20;179:10	except (1) 51:20	expected (4) 26:12;149:18; 150:4,7
employees (153) 16:17,22;17:3,4,7, 9;18:6,9,11,13,15,16, 18,24;19:2,4,8,9,13, 16,18,23;20:1,2,4,6,9, 14,16,25;21:1,7,9,11, 16,19,21;22:6,8,8,12; 23:6,19;24:6,12,17; 34:10,16,22,25;35:22; 36:10;46:12;47:8,16; 48:14;50:19,23; 51:15;52:9;55:19,23; 56:2,15;57:24;58:4,7; 59:6;63:2;64:2,6,7,10, 16;68:16,18;69:1,6, 11,17;72:7,9;73:13; 75:18,20;79:9;80:16, 20;83:11,15;84:22; 85:2,9;86:7;94:21,24; 102:7;108:18,19,23; 109:9,16,22;110:12, 15,19;111:24;113:14; 115:11,22;131:22; 132:24;137:19;138:4; 142:8,13;145:9; 146:21;147:1,15,23; 149:5,17;150:1; 159:6,13,24;160:3,10, 18,22;162:17,20; 169:21,22;170:11,21; 177:16,18;178:3,10, 13;179:5,6,7,8;180:1,	ended (2) 79:3;133:9	establishing (2) 20:18;122:1	exception (1) 26:20	experiencing (2) 15:1;67:19
	engage (2) 24:6;169:11	estimate (2) 132:18;136:1	exceptions (2) 25:24;26:2	experience (14) 49:7,8;50:8;51:4; 65:23,25;103:18; 104:2;138:11;141:5, 10,25;146:1;151:15
	engaged (3) 22:18;67:5;85:10	estimation (1) 67:16	exchange (2) 12:4;19:16	experienced (1) 151:14
	engaging (1) 149:11	etc (1) 11:12	exclusive (1) 24:16	experiences (1) 45:7
	English (1) 127:8	even (24) 17:7;19:8;24:6; 26:7;32:8;38:14;53:9; 55:9;60:25;62:11; 65:18;66:7;73:12; 75:24;87:9;93:3; 111:23;115:13; 122:23;139:3;151:9; 154:18;174:21; 185:10	excuse (5) 14:18;51:24;117:6, 11;152:12	expert (1) 85:24
	enjoy (1) 33:1	evening (1) 15:6	excused (2) 23:10;187:13	explain (6) 62:7;79:16;111:15; 114:14,15;182:2
	enjoyed (2) 21:20;76:12	events (3) 26:11;37:24;38:3	excusing (1) 48:1	explained (3) 49:25;53:16;170:15
	enormous (2) 148:4,7	eventually (1) 138:22	execute (1) 29:11	explanations (1) 160:17
	enough (2) 73:20;157:18	everybody (6) 27:5;44:11,12,14; 76:3;87:15	Exhibit (92) 10:19,22;12:1;36:1, 2;40:25;41:3,15,16, 24;47:10,21;49:16; 52:18;56:6;57:3; 58:12,14,15;76:25; 77:3;79:22;81:20,22, 23,25;82:3;88:13,15, 20;94:2,10,11;95:17, 22;97:4,18,23;98:4,8; 99:11,19;105:15,23, 23;117:4,15,18; 118:12;119:24; 120:12;123:15,16; 124:20,24;125:2,3; 126:23;127:1,2,22,25; 128:4,5,18;129:3,12, 16,17;130:5,13,16,19; 131:9,13,15,16; 134:21;137:12,16; 143:13,19;144:7; 151:19,24;167:13,14; 168:11,21,23;177:20;	explicitly (1) 144:22
	enrolled (1) 154:6	everyone (6) 25:15;84:21;86:6; 95:17;105:7;134:10	executive (1) 29:11	explore (2) 159:11;163:9
	entered (1) 32:20	everyone's (1) 8:2		exposed (1) 20:16
	enterprise (3) 148:4;170:17,18	everything's (1) 76:19		express (3) 18:12;112:6;142:8
	enterprises (1) 142:8	everywhere (1) 93:19		expressed (2) 58:5;75:19
	enthusiastic (1) 17:5	evidence (31) 10:17;11:12,19; 13:18,24;14:1;15:19; 18:5,14,24;19:9,12, 24;20:13,15,18,20; 21:17,24;22:15;23:9, 16,20;84:8;99:12; 122:3;146:6;162:6; 165:15;168:1;177:16		expressing (2) 17:19;105:10
	entire (2) 42:17;60:15			extensions (1) 7:15
	entitle (1) 13:2			extensive (1) 23:25
	entitled (3) 146:10;159:11; 163:9			extent (2) 86:22;95:16
	entrance (1) 67:16			extra (1) 51:16
	environment (4) 45:18;89:7,9,14			extraneous (1) 42:13
	equipment (2) 41:19;44:23			eye-to-eye (1) 73:10
	equipped (1)			

F	165:4,8 February/March (1) 34:8 Federation (1) 141:7 feel (1) 180:15 feeling (1) 72:4 feelings (1) 177:1 feet (1) 136:2 fellow (1) 156:19 felt (8) 58:1,5,7,8;67:7,9; 74:22;86:15 female (4) 78:2;90:13,14,15 few (4) 72:3;95:6;129:14; 163:4 field (1) 180:13 fighting (1) 22:23 figure (1) 179:5 filed (24) 14:9;15:12;17:13; 23:3;34:15,21,24; 35:3,6,9;37:8;85:3; 102:21,22,24;105:5,6; 8;106:25;166:11,16; 167:2;169:6;185:16 files (1) 14:15 filing (2) 17:15;171:4 fill (1) 103:13 final (3) 23:7;138:10;157:11 finally (2) 26:14;131:14 find (4) 19:10;35:11; 166:24,25 finding (1) 156:2 fine (4) 148:12,23;151:10; 168:14 fined (2) 148:15,16 f-i-n-e-d (1) 148:15 finish (2) 78:21;140:1 finished (1) 95:16 fire (3)	23:23;91:7;130:23 fired (8) 113:19;115:19,24; 120:1;124:1;132:5; 134:11;172:9 firing (7) 115:8;117:22; 118:19;120:13;121:8; 125:10;128:9 firm (3) 7:25;96:14,15 first (35) 9:2;10:4;12:20; 15:10,25;25:3;27:13; 42:2;54:17;60:7;65:4; 69:13;76:1;82:7,7; 90:7;94:13,21;96:19; 100:9,13;103:25; 116:23;117:17;118:1, 23;119:17;120:5,25; 136:21;142:22; 148:16;172:5;181:15, 16 firsthand (6) 139:1;143:5,8,15, 17;170:9 firststarbucksworkersunited (1) 106:21 five (14) 7:7;46:16,21,22; 70:6;73:1;95:9,17; 102:24;132:20,21; 139:16;140:12;180:1 fix (2) 48:21;50:2 Floor (2) 1:17;69:9 flyer (3) 123:23;127:8;131:1 focus (1) 131:1 folks (18) 101:24;102:9,10; 103:13;108:12; 109:18;115:5,8; 127:9;131:2,24; 133:21;134:8,19; 137:21;170:4;179:2; 185:9 follow (6) 38:6;48:10;71:7; 74:12;102:2;109:3 followers (2) 186:1,5 following (4) 48:7;156:7,8;171:4 follows (2) 27:14;100:10 fomenting (1) 181:3 forever (1) 85:17 forget (2)	10:8;186:13 Forgive (1) 132:15 forgot (2) 120:18;184:10 forgotten (1) 154:20 form (2) 104:13;106:17 format (7) 7:5;10:16,20,21; 11:2,3;167:23 format (1) 77:14 former (5) 107:8;132:3;133:5; 174:20;177:17 forming (4) 102:13;104:15,16; 108:13 forward (5) 14:23;17:22;34:13; 96:22;167:9 forwarded (2) 36:16,22 found (6) 21:4;22:18;60:5; 93:1,7;156:3 foundation (2) 68:23;177:21 Four (1) 28:7 fourth (1) 143:18 free (1) 22:4 freely (1) 19:19 freezing (1) 75:1 frequent (1) 74:5 friend (1) 37:18 fro (1) 158:24 front (9) 27:17;70:10; 126:12,17,19;134:2,4, 5;175:1 fruition (1) 109:15 full (2) 105:7;179:14 fully (1) 179:10 function (1) 174:17 further (13) 9:2;17:7;18:14; 20:2;21:9;29:6;95:3; 96:25;99:6;139:5; 184:12;186:15;187:9	futile (1) 20:9 future (1) 186:13 G gained (1) 142:1 Gallo (1) 96:12 gambling (2) 79:10,14 gap (1) 53:9 GARDNER (224) 1:15;7:3,13;8:1,24; 9:11,13,15,18,22; 10:15;11:5,10,14,17, 24;12:2,10,13;13:16; 14:25;15:15,17;16:2, 6,9,11,13,16;24:20, 23;25:2,5,7,15;27:8, 15;29:16,19;32:14,16, 19,24;37:5,10,12,15, 18,21;40:16,19;41:6, 8,10,13,17,19,22; 42:1,5,9,14,19,23; 43:4;46:17,22;47:1; 50:15;52:5;53:1,4,8, 17,22;54:2,8,13,16, 21,24;55:2,7,16; 57:12;60:12,15,19,23; 61:1,3,7;66:23;67:1; 68:22;69:7,16;70:3,7, 12,15,21,24;71:1,7; 72:17,20,24;73:3,11; 74:2,5,7,11,17,20,24; 75:2,5,9,15;77:11,16; 80:6,8;82:2;89:5; 94:4,7;95:5,9,13,18, 20;98:15,20;99:3,5, 13,15,18,20,22;100:2, 11;101:1;117:9; 121:20;122:9,12,15, 20;123:3;124:23; 126:22;127:24; 128:21;129:6,10,18, 21;130:15;131:12; 137:15;138:16;139:6, 9,18;140:5,13,18,22; 145:21;146:11,17; 149:2,22;152:20; 153:8;154:10,11; 155:21;157:16,21; 159:14,19;161:2,8; 162:4,11;163:2,11,15, 20,24;165:16;167:19, 25;168:13,16,24; 173:3,6,10,13;175:4, 9;177:22;180:10,17, 21;182:1,14,17;183:4, 10,15,18;184:14;
----------	--	--	--	--

186:16,19,22;187:10, 14 gather (2) 11:11;16:1 gave (9) 17:20;47:18;49:6; 65:15,19;66:5;151:3; 178:23;179:22 Gavin (2) 32:13,15 gay (2) 90:14,15 gazebo (8) 132:14;133:10; 135:17,24,25;136:17; 137:2,8 GC (70) 10:19;36:1;41:2,15; 47:10,21;49:16; 52:18;54:17;55:4,5; 56:6;57:3;58:12,14, 15:63;18:64;21:22; 68:9;76:25;77:2,18; 79:22;81:20,23;82:3; 88:13,15,19;94:10; 105:15,23;117:4,7,18; 118:12;119:7,9,23; 120:11;121:6,18; 122:12;123:15; 124:20,23;125:2; 126:20,22;127:1,21; 128:3,18,22;129:3,7, 16;130:5,12,15,18; 131:9,12,15;134:21; 137:12,15;167:20; 173:13 GC-1 (1) 11:24 GC-13 (1) 129:11 GC-1jj (1) 11:12 GC-2 (1) 40:18 GC-3a (1) 40:25 GC-5a (1) 79:25 GC-Exhibit (1) 63:11 gender (1) 154:9 General (68) 7:20;10:5,13,18,22; 11:16,19;12:1,7,16; 13:25;14:5,8,12; 15:23;16:13;25:2,6, 12;26:10;27:12;36:2; 40:22;41:4;55:7; 58:16;77:6;82:1; 88:17;94:10;97:4,4, 18,23;98:4,8,9;99:24; 100:8;104:18;117:15;	123:2,16;124:24; 125:3;126:23;127:2, 25;128:5;129:12,17; 130:16,19;131:13,16; 137:16;143:13,19; 144:7;145:24;146:5; 151:19,23;155:6; 168:11,20;177:20; 178:8 generally (2) 143:12;145:25 generated (1) 16:21 gentleman (1) 139:23 genuinely (1) 17:5 given (5) 14:20;26:16,22; 145:19;160:6 giving (10) 26:1,11;65:16;66:3, 6;81:8;93:2;106:18; 145:3;157:8 glad (1) 9:24 goal (1) 22:21 God's (1) 87:20 goes (8) 8:17;50:6;89:14; 140:11;156:19; 163:13;169:18; 173:20 Gold (1) 29:5 good (10) 13:21;27:22;67:18, 21;95:12;100:18,19; 140:25;141:1;155:3 grain (2) 86:20,25 grant (1) 9:24 gravity (2) 146:9;153:2 Great (100) 16:25;17:1,4,17,21; 18:3;19:2,3,23;20:5, 15;21:21;22:13,21, 25;23:12,24;24:10, 16;28:11;29:17,18,21, 25;30:9;34:10,16,20, 25;35:22;36:10; 38:25;44:18;45:3; 46:12;47:7,15;48:12; 50:19;51:15,19; 52:23,24;56:25; 57:24;59:19;64:8; 69:1;83:11;93:17; 94:24;103:3;104:7, 10,21;105:3;106:1;	107:9,12;108:18,23; 109:21;113:11,17,23; 114:24;115:11,16,21; 116:1;119:14;126:7, 13,14;131:21;132:10, 11,12,13,25;135:16; 136:17;137:2,19; 138:1,24;142:18; 145:22;146:21;147:1; 165:24;176:9,12,17; 177:16,18;178:3; 184:3,8;186:7 Green (4) 45:23;71:16;159:4; 171:24 grievances (4) 18:11,12;19:3,4 ground (1) 73:17 grounds (2) 23:18;153:7 group (2) 102:10;119:8 groups (1) 179:1 guarantee (1) 87:18 guess (14) 25:8;34:6;38:5; 72:24;110:4;114:16; 121:21;150:6;155:23; 161:20;175:5;182:3, 5;187:14 guesstimate (1) 31:19 G-u-i-a (1) 9:13 guidance (2) 92:18,19 guide (1) 80:24 guys (1) 179:22	21:7 handed (3) 66:19;105:1;151:21 handing (7) 66:7,10,12;93:14; 117:4;123:14;124:25 handling (2) 23:16;175:2 hands (1) 48:25 happen (5) 69:24;72:6;76:18; 92:12;168:5 happened (9) 39:4,8;70:15;71:25; 72:18,19;78:17;86:1; 87:9 happening (4) 85:17;113:9; 129:22;134:7 happens (4) 42:5,11;47:19; 111:23 hasn't (4) 138:3;150:13; 184:25,25 haven (1) 107:23 haven't (4) 9:5;12:22;77:9; 186:3 he's (10) 8:11,12,12,16;33:8; 53:10,10;151:13; 173:4;177:22 healthy (1) 89:7 hear (22) 16:3;20:18;25:9; 43:20;53:5;57:10,16; 69:7,12;78:5;82:11; 87:3;99:15;144:20; 157:3,4,5;159:3,23; 162:6,16;171:8 heard (37) 9:5;10:2;43:7,11; 49:19;56:9;57:6;59:9; 69:8;72:17;74:8; 77:24;78:2,18;82:7; 83:6;89:16,21,25; 111:5,7,10,11,17; 112:8;148:11,12,15; 159:9;166:2;170:4; 171:7,9;176:19; 181:8,11,18 Hearing (14) 1:14,18;7:3;14:3; 15:10;25:19,25;26:6, 9,14,18;42:8;90:17; 187:18 hearsay (1) 20:20 held (8)	28:5,18;31:24;32:7; 49:1;132:9,13;177:2 hello (1) 45:20 help (7) 103:19;115:25; 131:21;138:19;158:2, 4;181:10 helped (1) 24:2 here's (1) 48:20 herself (1) 125:11 hey (6) 48:19;50:1;61:24; 71:24;72:5;73:18 hierarchy (2) 32:3;155:3 himself (2) 66:20;110:24 Hines (2) 46:6;173:18 hire (1) 29:10 history (2) 48:17;114:17 hold (2) 131:18;158:25 holding (4) 42:2;48:17;126:10; 136:24 home (1) 39:25 HON (1) 1:15 honest (3) 38:14;87:8,20 Honor (43) 8:20;10:14;11:13; 12:9,12;13:10;14:14; 16:15;20:18;24:22; 25:4,11,12;27:6; 40:13,21;42:6;46:15; 77:2;81:22;88:14; 94:1;95:8;98:14;99:7, 14,17,21,25;117:5; 122:10;123:14; 124:25;126:25;128:2; 129:9,15;130:17; 139:5,8;154:8; 182:12;186:18 Honor's (1) 14:23 hope (1) 32:25 hoping (1) 95:11 horseshoed (1) 136:10 hour (4) 155:19;156:4,5; 185:21
---	--	---	---	--

hourly (1) 63:1 hours (11) 18:19;50:20;73:20; 166:14,18;167:5,5; 187:2,3,4,5 house (6) 60:1;61:14;62:13; 70:10,11;75:25 housekeeping (1) 187:16 how's (4) 73:19,19,19,23 Howard (13) 22:11;33:6,9,13; 34:1;84:16,19;86:4,9, 18;89:2;94:22,23 H-s-i-e-h (1) 172:2 hundred (1) 136:2 HV (1) 127:24 hyphenated (1) 176:4	19;88:10,12,13;90:14, 15;91:22;92:18,24; 93:3,15;95:11,16; 97:5,17;101:9,14; 105:14;110:4,4; 112:17;113:1;117:2, 3,4;120:20;121:21; 122:10,24;123:14,15; 124:25;125:1;126:24; 127:19;128:2;130:17, 18;131:18;132:2,2,5; 135:22;136:20; 137:10,23;139:25; 140:4;141:19;144:5, 21;145:20,23,25; 146:9;147:13,15,21; 149:11;150:12,20; 151:2,4,23;152:9; 153:6;154:10,20; 155:1,23;156:2,9,10, 10;159:11;160:13; 161:16,24;162:11,15; 163:9;164:6;165:3; 167:11,12;168:20; 169:10;170:25; 171:10,10;172:24; 173:1,7,10;176:23; 177:25;178:8,18; 179:9;180:12,13,24; 182:19;184:1;185:2, 22 I've (19) 10:2;31:2,2;64:21; 68:9;77:2,18;102:24; 104:12;119:7,23; 120:11;139:21;140:9; 150:15;154:20;155:5, 6,8 ice (1) 70:19 idea (4) 56:20;60:1;74:2; 112:7 identification (27) 10:19;36:1;40:15, 17,22,25;41:2,15; 58:12,15;64:22;68:9; 76:25;77:2,18;81:20, 23;88:12,15;94:9; 105:16;117:3,4; 125:2;128:3;129:16; 131:15 identified (23) 10:22;33:12;36:1,2; 41:4,10;58:16;77:6; 82:1;88:17;94:11; 95:22;117:15;123:16; 125:3;127:2;128:5; 129:17;130:19; 131:16;167:14; 168:21,23 identifies (1) 42:2	identify (5) 13:21;41:22;43:10; 58:12;108:1 illegal (1) 22:3 image (3) 126:9;130:25;131:1 imagine (1) 93:21 imbedded (4) 126:9;130:25; 131:1;135:10 immediately (5) 17:25;24:15;27:1; 141:8;153:18 impact (3) 21:18;114:24; 138:11 impeachment (1) 13:19 implementing (2) 22:7;85:22 implications (2) 115:3,4 implied (1) 18:12 impliedly (1) 19:4 implored (1) 22:20 important (3) 86:23,24;139:23 imposed (1) 157:10 impossible (1) 115:5 impression (1) 21:13 improve (1) 20:10 improved (1) 76:15 inaccurately (1) 177:4 incident (2) 155:24;157:23 inclined (2) 8:20,21 included (5) 11:3;160:17; 166:12;167:3;174:10 including (10) 12:4;18:16;20:7; 26:8,20,22;70:3; 125:21;146:22,23 increase (5) 18:18;74:14,16,21; 148:5 increased (1) 20:3 increases (6) 22:8;84:16,19;85:2; 86:4,5	Indeed (1) 20:14 index (1) 10:20 indicate (5) 114:7,11;142:6; 144:18;180:13 indicated (27) 8:17;13:10,17;43:5; 47:12;49:17;52:20; 56:7;57:4;58:23; 63:12;65:1;68:11; 77:22;79:23;82:5; 88:21;90:9;94:14; 147:18,22;150:23; 153:21;163:25; 165:20;169:17; 179:20 indicates (1) 97:1 indicating (1) 13:12 indication (1) 153:20 Indirectly (1) 33:5 individual (1) 70:13 individual's (1) 154:9 individually (3) 70:3,4;117:7 inform (3) 26:21;27:2;44:6 informally (1) 48:4 information (15) 66:20;80:16;86:3,7; 103:14,16;108:19,22; 123:5;175:5;178:2; 180:23;183:7;185:1, 11 informed (4) 35:19;43:15;80:25; 182:22 informing (2) 92:25;183:8 infraction (7) 50:7;92:19,22; 93:10;106:6,7;157:24 infractions (2) 23:8;48:18 initial (6) 79:2;82:19;89:25; 90:2;95:6;105:1 initially (3) 48:19;61:10;74:9 initiate (1) 103:4 initiated (1) 17:2 initiating (2) 170:17;174:6	initiative (2) 138:6;154:7 inject (1) 11:21 input (1) 176:25 inquire (2) 42:25;43:2 inside (3) 17:24;103:18;104:3 installation (1) 162:16 instance (3) 155:18;174:7; 181:23 instantly (1) 93:7 instead (1) 162:18 intend (6) 10:3;11:3;26:16; 42:17;154:14;167:22 intended (3) 8:18;85:2,9 intense (1) 21:18 intent (4) 23:22;50:14;85:5; 183:11 intention (3) 168:1;171:5;186:10 interest (4) 105:11;138:8; 142:8;160:18 interested (4) 25:16;102:10; 103:8;139:25 interfere (1) 106:10 interfered (1) 21:25 interim (3) 33:14,16;34:1 interjected (1) 82:24 internally (1) 33:11 international (1) 122:24 Internet (1) 98:5 interns (3) 32:22,22,24 interrogated (2) 19:24;21:9 interrupt (3) 29:16;51:25;156:1 interviewing (1) 134:19 interviews (1) 175:17 intimidate (2) 18:23;67:20
---	---	---	---	---

into (28) 10:7;11:12;13:18, 24;14:1;15:19,24; 18:6;22:21;25:20; 35:15;51:7;56:25; 69:13;71:20;76:1; 81:12,12;82:22,24; 96:21;99:11;143:2; 146:5;162:23;167:25; 175:20;183:11	63:17;68:5;73:5,25; 74:3;75:4,10;79:17, 20;80:24;81:6,10; 85:17,17;87:4,7,7; 89:6,8,8;91:8,15; 95:18;98:6;100:25; 101:6,6;102:11; 105:15;108:12;115:4; 117:9,10;119:3; 121:11;122:18,21; 123:13;125:7,16,23; 126:10;127:7;135:15; 138:15;140:11; 144:25;146:18; 147:16,21,23;148:9; 149:15;150:6,20,22; 152:24;155:23;161:2, 3,4,5;162:10;163:16, 16;168:16,20,21,21; 171:11;174:6;176:4, 11;181:13;183:5,6; 185:4	130:17,20;131:9,14, 17;137:12,17;139:5, 13,16;140:3;142:6; 145:7,20;147:14,19; 148:25;149:21; 150:11;151:18,20; 152:12,15;153:6; 159:7;160:25;162:2; 163:1,12;167:22; 173:20,22;175:3,22; 177:21;178:16,24; 180:8;181:25;182:12; 183:1,7;184:15,17; 186:15,25	104:23;107:9,11,14, 16,18,25;108:9,11,24; 109:13,15,18;110:13; 111:9;112:19,21; 113:12,19;114:23; 115:18,24;116:2; 118:20;119:13;120:1, 14;123:24;125:10,11; 126:11;127:10; 131:20;132:3,6,22,23; 133:5;134:8,9,10,20; 137:21;139:2;155:8, 18;156:4,7,18,21; 157:1,6,14,16,17,23; 158:11,24;159:3,5,23, 24;164:9,13,15; 169:24;170:8;171:20; 174:9,23;176:19; 177:20;178:25; 179:21;181:4,9,11,23; 182:22,24,25;183:22; 184:20	10,18,21;130:15; 131:12;137:15; 138:16;139:6,9,18,21; 140:3,5,8,13,18,22; 145:21;146:11,17; 149:2,22;152:20; 153:8;154:10,11; 155:21;157:16,21; 159:14,19;161:2,8; 162:4,11;163:2,11,15, 20,24;165:16;167:19, 25;168:10,13,16,24; 173:3,6,10,13;175:4, 9;177:22;180:10,17, 21;182:1,14,17;183:4, 10,13,15,18;184:14; 186:16,19,20,22; 187:10,14
introduce (1) 10:16		Jedd (1) 7:24	Joselyn's (20) 87:25;90:17;92:24; 115:7;116:19,22; 117:22;121:8;123:6; 126:18;128:9;130:24; 133:3;137:20;138:1, 12,19;159:12;175:13, 19	Judges (1) 7:14
introduced (2) 15:19;110:24		JEFFREY (2) 1:15;7:13		Julie (8) 104:11,17,24,25; 105:2;142:18;143:22; 179:21
introduction (1) 168:11		Jerry (9) 46:1;61:17,19,22, 23;62:15;71:19; 156:19;173:14		July (11) 23:14;75:7;91:5; 113:19;118:2;124:11, 19;126:5;128:15; 129:6,7
invite (3) 12:7;71:9;109:20		Jersey (3) 100:22;101:10; 104:18	Judge (235) 1:16;7:3,12,16,16; 8:1,24;9:11,13,15,18, 22;10:15;11:5,10,14, 17,24;12:2,10,13,14; 13:16;14:25;15:15, 17;16:2,6,9,11,13,16; 24:20,23;25:2,5,7,15; 27:8,15;29:16,19; 32:14,16,19,24;37:5, 10,12,15,18,21;40:16, 19;41:6,8,10,13,17, 19,22;42:1,5,9,14,19, 23;43:4;46:17,22; 47:1;50:15;52:5;53:1, 4,8,17,22;54:2,8,13, 16,21,24;55:2,7,16; 57:12;60:12,15,19,23; 61:1,3,7;66:23;67:1; 68:22;69:7,16;70:3,7, 12,15,21,24;71:1,7; 72:17,20,24;73:3,11; 74:2,5,7,8,11,17,20, 24;75:2,5,9,15;77:11, 16;80:4,6,8;82:2; 89:5;94:4,7;95:5,9,13, 18,20;98:15,20;99:3, 5,13,15,18,20,22; 100:2,11;101:1; 117:9;121:20;122:9, 12,15,20;123:3; 124:23;126:22; 127:24;128:21;129:6,	jumped (2) 110:18,25
invites (1) 73:7	items (1) 14:11	Jessica (1) 7:24		jumping (1) 150:21
inviting (2) 12:23;109:16	J	job (12) 29:8,10;38:6,13; 45:20;101:13,22; 141:8;164:7;165:25; 175:7;179:11		June (5) 23:7;156:13,13,14, 15
invoke (1) 21:6		Johnson (10) 34:2,4;35:23;36:11; 96:17;106:2;107:3, 22;144:19,22		justice (1) 138:21
invoked (1) 25:22		join (4) 70:19;78:23; 108:12;150:4		justify (1) 163:8
involved (13) 49:14;91:12,14; 115:5;116:4,12; 147:9,10;154:6; 169:23;183:2;185:9, 24	Jack (1) 91:22	joined (2) 104:21;110:12		Justin (76) 40:9,11;43:10,24; 44:4,8,9,10,15;45:3,6; 47:5,14,22;49:4,22; 50:23;52:22;55:18, 19,22;56:1,12,14,23; 57:8,16,22;58:1,4,5,7; 59:1,12,21,22,24; 61:9;63:2,19,21,24; 64:2,6,10;65:3,5;66:3, 5,14;67:4,25;68:2; 76:10;79:9;107:17, 25;108:15,24;109:14, 18;110:13;113:16; 114:23;165:18,23; 169:24;170:9;171:9; 172:22;174:9;179:11; 185:17,18;187:2,5
involvement (1) 142:22	jacks (1) 150:21	joining (3) 9:19;100:20;187:11		Justin's (7) 61:14;62:13; 166:14,18;179:15; 185:2,3
involves (1) 94:2	Jackson (189) 7:21,21;10:12,14, 18,23;11:8,13;12:9; 13:17;14:14,18; 15:23;16:5,15,17; 25:4,6,11;27:6,21; 29:20;33:2;35:25; 36:3,7;37:22;40:13, 18,20;41:5,7,9,12,14, 18,20,24;42:4,6,12, 17,22,24;43:2,6,23; 46:15,19;47:2,3,4,13; 49:15,18;50:18;52:1, 8,21;55:4,13,17;56:5, 8;57:2,5,15;58:11,20, 24;60:14;61:8;63:10, 15;64:20,25;65:2,9; 66:22;67:3;68:8,13, 25;69:4,15;71:2,3,12; 75:16;76:24;77:9,17, 21,23;79:21,24; 80:10;81:19;82:6; 88:12,18,23;90:6,12; 94:1,9,12,15,16;95:3; 97:14,18;99:22,24; 100:17;101:8;105:14, 17,22;117:2,10,14,16; 121:18,24;122:10; 123:4,14,17;124:20, 25;125:4;126:20,24; 127:3,21;128:1,6,18; 129:1,13,20,23;			
involving (5) 102:17,21;104:7; 108:17;181:24		Joint (6) 100:22,25;101:7, 10;104:19,24		
Island (8) 39:23;118:13,18; 119:2,3,5,6,12		Jones (9) 46:4;76:6;77:5; 78:10,13,17;80:2; 172:6,6		
isn't (9) 47:24;53:11;76:12; 91:7;148:3,21; 150:16;166:7;184:2		J-o-s-e-k-l-y-n (1) 12:21		
issue (6) 15:20;146:9; 147:22;161:14; 162:14;181:22		Joselyn (131) 12:21;16:24;39:3; 45:8,11;59:18;71:4,9, 10;73:8;76:5,8;77:4; 78:2,13,17;79:8;80:1, 11,15,20;82:10,10,12, 12,16,22;83:7,19,23; 84:2,12;86:9;87:13, 21;89:1,18,23;90:4, 21,22;91:2,2,7,13; 92:14;93:7,11;		
issued (2) 23:7,12				
issues (6) 14:23;68:17;74:15; 112:20,24,25				
issuing (1) 157:8				
It's (97) 7:10;23:22;29:5,5; 30:5;32:6;35:19; 36:14;38:6;39:21,22, 24;40:5;41:20;42:7, 25;48:7,25;50:3;54:2;				

	94:10	69:21	22:5,10,13,17,20,24;	118:11;130:2,5
K	LABOR (25)	lazy (1)	25:6,7;27:8,11,22,22;	linked (2)
keenly (1)	1:2,16;7:5;20:19;	97:3	33:3;36:4;43:7;47:5;	128:24;129:3
139:22	21:22;23:25;24:18;	lead (3)	77:4,24;93:23;94:17;	linking (1)
keep (7)	34:9;37:16;118:19;	24:3;102:2;103:6	96:3,17;98:17;99:6;	128:8
27:16;63:3;71:21;	122:2,4;141:5,15,22;	leader (3)	147:16;149:7,16;	list (4)
93:15;100:3,12;186:4	146:2;148:5,23;	61:9;107:16,18	150:1,24;158:9,12,15,	21:11;115:14;
keeping (1)	163:8;164:1;166:12,	leading (4)	20,25;159:10;162:15,	170:12;174:10
21:11	16;167:3;169:7;	10:12;17:23;53:6;	17;181:21;182:2,3	listed (1)
Kelly (11)	185:15	59:19	L-e-o-n (2)	103:16
104:11,17,20,24,25;	lacks (1)	leads (2)	8:10;27:25	listen (4)
105:2;142:19;143:9,	177:21	101:24;138:7	Leon's (2)	13:6;42:10;93:19;
22;144:10,18	larger (1)	Leann (10)	13:3;99:8	138:16
Kelly's (1)	138:18	118:4,6,8,9;119:8,	less (2)	listened (3)
144:2	largest (1)	20;120:8;121:3,15;	75:3;184:3	53:3,23;54:25
Kenneth (1)	114:13	175:23	Let's (20)	listening (4)
7:17	last (15)	learned (3)	16:11;46:22;48:21;	42:15,20;53:8;
Kevin (10)	9:8;12:21;32:14;	35:3,6;50:5	50:2,2;67:1;72:3,5,10,	110:25
34:2;35:23;36:11;	91:21;100:13;101:4,	learns (1)	20;74:14;77:14;87:3;	literature (1)
96:17;106:2;107:3,	4;115:15,19;118:6;	93:6	94:4,13;140:13;	160:23
22;143:13;144:19,22	129:20;171:11;172:2,	least (13)	149:16;183:4,15;	little (10)
key (8)	16;176:2	8:23;12:5;14:11;	187:15	29:5;31:3,5;69:13;
23:11,17;122:21;	Late (25)	20:16;30:4;35:9;42:1;	letter (15)	75:10,13;88:5;101:2;
157:24;158:2,5,5,8	39:5;48:3;50:1,2,3,	55:7;90:6;142:1;	17:9;35:23;36:10;	110:25;140:10
keys (9)	6;110:3;155:9,10,15,	159:9;167:5;174:18	105:9,9,12,18;106:25;	Littler (1)
23:19;92:24;93:2,2,	18;156:4,5,8,13,14,	leave (9)	107:22;114:3,8,18,19;	7:25
4,7,9,14;155:24	14,15;157:10;164:8,	15:8;31:14;35:20;	143:13;167:20	live (1)
Kiba (1)	16,19,23;165:2;	40:4;70:20;75:12;	letters (2)	73:16
173:3	178:20	87:25;140:3;187:12	11:6;118:13	living (2)
killed (1)	lately (1)	leavings (1)	letting (1)	45:20;73:23
24:9	72:21	115:7	81:8	lobby (7)
kind (11)	lateness (4)	led (5)	level (3)	44:21,23;45:1;
42:13;44:22;62:1;	48:1,14,15;164:12	18:1;57:10;59:24;	13:7;62:6;92:20	53:19;54:3,6;69:9
75:4;85:25;102:11;	later (7)	78:22;185:5	lie (11)	local (2)
136:10;153:15;154:7;	13:25;19:12;21:23;	Lee (1)	145:16;149:18,20,	17:21;122:23
157:8;161:5	39:4;54:8;82:14;	173:3	22,23;150:1,6,18;	located (4)
knew (16)	145:1	left (10)	151:3,5,7	16:25;29:21,23;
17:23;20:16;21:11;	launched (1)	110:17,23;120:13,	lies (1)	132:11
43:24;44:4,10,12;	18:2	15,16,22;136:3;	24:1	location (9)
59:18;80:20;81:15;	Laura (6)	164:20;170:25;	lieu (1)	102:11,14;103:3;
82:25;158:25;159:12;	91:20,20,21,25;	179:11	76:21	106:1;124:2,3;
182:24;184:6;186:13	92:1,2	left- (1)	life (2)	132:12;133:15;
knowing (3)	Lavender (15)	135:12	81:6;148:3	142:15
37:23;38:2;139:25	46:9;62:12;110:14;	leftist (1)	lightly (1)	locations (3)
knowledge (18)	111:2,8,15;112:3,6,	120:16	87:23	50:21;102:1,1
84:20;137:24;	13,20,24;113:7;	Legal (13)	likely (1)	locks (1)
138:11;142:1;143:5,	172:14;173:1,8	91:10,11,14,15;	50:24	93:9
10,15;151:10;154:18;	Law (10)	148:25;152:6,10;	liken (1)	London (1)
169:11;170:7,7,9;	1:15;7:12;81:10;	153:5,9;160:25;	73:15	154:2
171:14,25;178:9;	85:24,24;96:14;	161:3;162:2;180:8	limited (3)	long (19)
181:13,14	141:16,22;146:1;	legally (1)	31:15,17,18	28:5,16;31:17;32:7;
knowledgeable (1)	152:21	64:13	line (18)	39:23;54:20;60:1;
50:13	lawful (6)	length (1)	93:22;119:20;	73:22;92:14;118:13,
known (2)	142:2;148:22;	22:15	124:14,16;125:25;	18;119:2,3,5,6,12;
143:12;168:17	149:9,13;163:14,23	lengthy (2)	127:11,15;128:12,14;	134:5;139:20;172:6
knows (3)	lawsuit (1)	12:21;139:15	131:5;135:3;140:1;	longer (7)
75:11;103:8;175:4	153:25	lenient (1)	148:16,21,24;151:11;	11:7;19:16;31:12;
	lawyer (5)	19:18	165:14;180:16	33:8;40:7;154:2;
	96:14;141:18,19;	Leon (60)	lines (1)	172:19
	152:4;180:13	8:10,10;9:3,7;	148:12	look (11)
	lay (1)	12:15;13:4,19,20;	linger (1)	36:18;38:13;65:18;
label (4)	149:13	18:1,5,8,14;19:13,24;	134:2	81:6,12,12;96:25;
76:25;81:20;88:13;	layout (1)	20:2,5,13,17;21:4,9;	link (3)	97:6,19;167:16;178:3

looked (1) 37:1	19:17;22:12,18; 23:9;67:19;143:16, 20;160:8,12,19;165:5	marked (28) 40:15,16;41:2,14; 58:11,14;64:21;68:9; 77:2,18;81:19;88:15; 97:4,18;105:15,23; 117:2,3,7;119:7,23; 120:11;121:6;126:25; 128:3;129:16;131:15; 168:21	38:12,20;62:25; 147:2;157:7	157:22;159:8,16,22; 161:7,10,11;162:7,13; 163:6,13,19,21;164:4; 165:17;166:25;167:1, 15,21;168:3,19,25; 173:4,7,12,14,17,21, 23,24;175:10;178:1; 180:12,20,25;181:1; 182:5,7,19,20;183:5, 11,13,20;184:12; 186:20,24;187:9
looking (9) 44:23;54:23;56:20; 61:24;76:1;77:7; 136:11;151:23; 154:22	management's (1) 166:5	manager (42) 8:10;12:15;13:6; 18:1;19:6;20:23;28:4, 6,9,14,19;29:9,25; 30:3,8;33:3;37:23; 38:2;48:23;61:24; 62:19,22;73:3,19; 74:22;92:25;104:18; 107:5,5,6;114:4,8,10, 20;144:8;149:7; 160:15,19,22;161:19, 21;175:1	meaningful (1) 163:23	mental (1) 150:21
looks (6) 36:9;77:13;96:8; 126:12,19;128:22	manager's (2) 21:2;66:9	marking (7) 40:22;58:18;81:22; 94:9;123:15;125:1; 130:18	means (9) 22:25;25:23;26:13; 65:7,20;68:21; 103:10;174:14,14	mention (2) 44:9;51:4
lose (8) 20:6;23:19;64:10, 16,19,19;79:9;112:4	managers (22) 18:20;20:22;21:1; 23:1;29:10;48:8; 57:23;62:1,5,19,24, 25;86:5;111:5,7,18; 112:9;161:25;180:4, 14,18,22	marks (1) 10:19	meant (1) 44:1	mentioned (9) 50:6;59:7;64:15; 67:15;76:18;103:12; 104:17;133:11,17
losing (1) 92:24	managing (1) 185:24	mask (1) 100:1	meet (7) 69:19;70:12;71:4, 16;72:7;79:4;108:4	mentions (1) 181:2
loss (1) 22:16	mandatory (7) 18:21;56:24; 111:13,16;112:16; 147:17;150:25	mastered (1) 12:22	meeting (31) 47:5;55:18;57:18; 59:25;61:13,22;62:9, 10,13;69:23,23;76:5, 8;77:4;79:2,2;91:1; 109:5,11,17,21; 110:10,12,16,16,20, 23;111:3,24;113:14; 160:11	mentor (1) 29:11
lost (2) 22:7;157:24	many (13) 20:13;29:13;30:14, 25;46:12;93:11; 102:20;109:8;132:17; 141:10;178:10,13; 186:1	material (2) 19:8;161:12	meetings (13) 18:8;65:3;68:16,19, 21,23;69:12;70:2,2; 75:17;108:7,15;109:8	mere (1) 23:22
lot (8) 74:22,22;76:2; 120:17,17;132:14; 139:22;150:21	Mar (1) 111:18	Matter (4) 1:4,14;25:18; 187:19	megaphone (1) 136:24	message (4) 44:2;60:18;114:16; 125:21
loud (1) 172:25	March (17) 19:24;57:16,18; 59:18;101:16;104:8; 105:1;133:9,9,17; 141:4,11;142:19,23, 23;164:8;179:21	matters (2) 15:9;121:25	member (3) 92:3;108:10;160:8	messages (5) 19:7,10;108:19,22; 114:13
Luiza (3) 171:11;172:25; 173:8	manner (1) 26:20	Matthew (1) 7:21	members (7) 106:2;139:2; 146:22;148:16; 151:10;174:20;185:7	met (3) 57:16;92:14;179:21
L-u-i-z-a (1) 171:11	Marching (1) 135:16	Matthew's (1) 50:1	membership (2) 148:13,17	Metro (1) 1:17
lunch (4) 15:4;95:7;98:16,16	Maria (1) 7:23	Max (10) 164:7,8,9,11,16,19, 22;165:2,4;171:22	Mendelson (125) 7:24,24;8:8;11:15; 12:5,13,14;14:17,21; 15:11,16;24:25;27:7; 51:24;52:25;53:2; 64:24;68:20;71:6; 74:8;77:7,20;89:4; 95:5,8,11,14,19,21, 23;96:2;97:14,16; 98:13,18;99:7,14,21; 101:4;121:21;122:3, 14,16;124:22;126:21; 127:23;128:20; 130:12,14;131:11; 137:14;138:15; 139:11,15,17,19,21; 140:7,21,24;145:22; 146:13,20;149:4,25; 150:12,14;151:18,22; 152:12,14,25;153:10, 16;154:14,17;155:25;	mid-April (1) 110:2
luncheon (1) 98:23	Mario (9) 8:10;18:1;25:6; 27:11;77:4;96:17; 111:11;181:2,7	may (43) 11:21;15:4,18,20; 21:7;22:5,13;25:19, 19,25;26:9,14,20; 32:17;48:4;49:25; 61:5,5;73:6;76:3; 83:11;84:5,6,9,10,10, 14,16,18;94:3;96:13; 140:21;145:2;152:22, 22;154:8;164:6; 172:5;177:4;178:17; 179:8,9;183:8	megaphone (1) 136:24	mid-February (1) 17:4
lying (6) 147:3,3,4;149:10; 154:25;155:2	M-a-r-i-o (1) 27:25	maybe (25) 31:5,20;44:1;49:8; 54:12;62:11,12; 69:10,12;72:22,22; 73:3,5,6;75:5;79:19; 94:1;95:9;111:8; 114:22;117:10; 141:13;159:9;167:25; 170:20	member (3) 92:3;108:10;160:8	might (11) 15:18;62:16;79:17; 111:16;113:10; 122:20;135:21;148:7; 157:16;163:3;180:23
Lynda (2) 7:22;94:15	mark (6) 35:25;40:24;76:24; 88:12;95:17;168:14	mean (21) 38:19;54:14;63:7; 74:11;84:7;85:11; 86:14,24;87:1;122:6, 20;128:21;147:4,9; 159:14;161:4;163:16, 17;177:17;180:17; 182:2	members (7) 106:2;139:2; 146:22;148:16; 151:10;174:20;185:7	mindful (1) 32:19
M		meaning (5)	member (3) 92:3;108:10;160:8	mine (1) 49:7
magazines (1) 40:3			members (7) 106:2;139:2; 146:22;148:16; 151:10;174:20;185:7	minor (1) 23:8
mail (2) 19:22;109:24			membership (2) 148:13,17	minute (2) 54:18;183:13
main (1) 60:7			Mendelson (125) 7:24,24;8:8;11:15; 12:5,13,14;14:17,21; 15:11,16;24:25;27:7; 51:24;52:25;53:2; 64:24;68:20;71:6; 74:8;77:7,20;89:4; 95:5,8,11,14,19,21, 23;96:2;97:14,16; 98:13,18;99:7,14,21; 101:4;121:21;122:3, 14,16;124:22;126:21; 127:23;128:20; 130:12,14;131:11; 137:14;138:15; 139:11,15,17,19,21; 140:7,21,24;145:22; 146:13,20;149:4,25; 150:12,14;151:18,22; 152:12,14,25;153:10, 16;154:14,17;155:25;	minutes (25) 42:18;46:16,21,22;
majority (2) 21:22;83:15			meet (7) 69:19;70:12;71:4, 16;72:7;79:4;108:4	
makes (5) 15:1;106:23;108:1; 126:16;162:24			meeting (31) 47:5;55:18;57:18; 59:25;61:13,22;62:9, 10,13;69:23,23;76:5, 8;77:4;79:2,2;91:1; 109:5,11,17,21; 110:10,12,16,16,20, 23;111:3,24;113:14; 160:11	
making (5) 21:2,10;55:8; 160:24;174:18			meetings (13) 18:8;65:3;68:16,19, 21,23;69:12;70:2,2; 75:17;108:7,15;109:8	
man (2) 34:1;37:18			megaphone (1) 136:24	
manage (4) 28:21;29:3,4,14			member (3) 92:3;108:10;160:8	
managed (4) 28:9,22,24,25			members (7) 106:2;139:2; 146:22;148:16; 151:10;174:20;185:7	
management (11)			membership (2) 148:13,17	

54:22;70:6;72:3; 95:10;134:6,7; 140:13;155:9,10,16; 156:4,5,8,13,14,14, 15;164:16,19,23; 165:2 mischaracterizes (2) 53:3;152:17 misplaced (2) 23:11;158:2 misrepresent (1) 145:15 missing (2) 173:1,7 mission (2) 89:8,15 misspeak (1) 122:21 misspoke (1) 98:11 mistaken (2) 51:7;147:13 moment (7) 36:4;80:5;98:13; 105:18;153:4;154:25; 182:13 momentarily (1) 16:7 money (3) 51:17;52:11;76:14 month (5) 31:19;33:23;73:12, 17;116:7 months (1) 21:23 moot (1) 15:20 more (40) 10:1;11:25;18:17; 19:14;29:17;31:3,4,5, 20;35:8;45:13;50:9; 52:11;56:13;63:4; 74:22;75:2,2,10; 76:12,14;93:22; 108:9;115:8;129:14; 133:8;138:19;140:10, 11;147:15;154:18; 160:7,10,11;170:8; 173:15;183:14;186:3, 4,5 morning (2) 14:14;27:22 Mosdel (1) 32:6 most (4) 20:15;29:1;61:11; 146:11 motion (1) 15:9 motions (1) 10:17 motivation (1) 23:21	move (16) 25:12;62:3,4;99:11; 121:18;124:20; 126:20;127:21; 128:18;130:12;131:9; 137:12;153:14; 162:11;167:25; 168:11 moved (5) 11:19;62:3;129:10; 168:22,22 movement (3) 18:3;54:7;141:5 moving (3) 11:12;13:18;53:25 Mozdel (4) 32:6,7,9,12 much (8) 27:15;29:4;38:14; 75:22;87:8;148:8; 155:5;187:11 multiple (2) 18:8;45:11 Munav (4) 46:1;61:18,19;62:7 M-u-r-g-i-a (1) 9:10 Murguia (1) 8:6 M-u-r-g-u-i-a (1) 8:7 murky (4) 148:23;149:13,15; 153:20 Murphy (1) 118:7 must (1) 22:17 mutually (1) 22:20 myself (2) 7:12;84:25	127:10;170:24; 173:10,13;176:4 naming (1) 77:12 Nanuet (2) 103:2,3 Nassau (2) 29:1,4 NATIONAL (7) 1:2,16;7:5;141:15, 22;148:22;164:1 nationwide (3) 22:8;93:20;138:19 natural (2) 26:2;46:17 nature (1) 153:12 nearly (3) 14:22;42:18;115:4 necessarily (4) 38:12;121:23; 141:21;181:23 necessary (4) 22:25;24:17; 142:13;146:4 Neck (99) 16:25;17:1,4,17,21; 18:3;19:2,3,23;20:5, 15;21:21;22:13,21, 25;23:12,24;24:10, 16;28:11;29:17,18,21, 25;30:9;34:10,16,20, 25;35:22;36:11; 38:25;44:18;45:3; 46:12;47:8,16;48:13; 50:19;51:15,19; 52:23,24;56:25; 57:24;59:20;64:8; 69:1;83:11;93:17; 94:24;103:3;104:7, 10,21;105:3;106:1; 107:9,12;108:18,23; 109:21;113:11,17,23; 114:24;115:11,16,21; 116:1;119:14;126:7, 13,14;131:21;132:10, 11,12,13,25;135:16; 136:17;137:2,19; 138:1,24;142:18; 146:22;147:1;165:24; 176:9,13,17;177:16, 18;178:3;184:3,8; 186:7 need (14) 15:9,21;16:1,1; 42:9;46:19;65:24; 75:11;93:8;94:1,3; 98:19;139:20;162:6 needed (2) 15:7;74:22 nefarious (1) 183:11 neglected (2)	46:20;74:12 negotiates (2) 76:21;163:7 negotiating (1) 85:23 negotiation (8) 64:13,14,19;76:19; 79:13,20;102:6; 162:23 negotiations (1) 76:18 neither (1) 157:14 Nellie (1) 173:18 nervous (1) 115:8 neutral (1) 106:11 New (19) 1:17;7:13;16:20; 17:1;39:23;49:2; 56:21;72:11;75:6; 81:1,2,10;85:16,17; 100:22;101:10; 104:18;120:21;125:7 news (23) 38:6,11,12,17,20, 23;39:22;40:8;43:14; 44:3;57:22;59:3; 116:20,22;119:3,5,25; 120:2,19,20;121:12; 122:24;134:16 Newsday (7) 39:20;59:3,14; 117:21;119:4,5;128:9 newspaper (19) 17:21;38:24;39:2,4, 7,21,24,25,25;40:1,1, 11;58:25;59:5,8; 60:12,16,22;155:6 newspapers (3) 40:3,7;177:19 next (7) 8:11,21;12:2;93:3; 94:2;147:8;162:12 nice (2) 43:19,25 Nicole (11) 45:23;62:12;71:16; 73:8;159:4,4,6,24; 171:24;172:25;173:8 night (2) 114:2,21 nine (2) 46:14;54:22 NLRB (10) 19:22;34:16,21; 83:10;84:9;102:5,23; 116:12;185:16,19 noise (2) 42:12;82:15 non- (1)	51:6 Non-audible (1) 152:1 None (2) 70:25;183:14 non-interference (4) 106:6,7,13;151:24 non-natural (1) 26:4 non-Union (2) 51:9,10 nor (4) 38:13;59:8;81:5; 157:14 normal (1) 144:21 North (3) 1:17;29:4;141:9 Northern (1) 29:23 Nos (1) 1:3 note (1) 42:1 Noted (1) 7:2 notes (1) 140:10 Notice (5) 1:15;16:23;90:24; 91:3,4 notification (3) 38:17,20;39:17 notified (4) 11:1;19:15;90:20, 22 notify (1) 92:14 November (2) 164:16,19 Number (16) 7:11;9:2;11:6;29:6; 32:19;42:15;53:12; 64:22;95:14;107:19; 127:1;152:5,5,14; 168:22;174:11 numbers (2) 7:7,9 Numerous (2) 17:7;18:15 nut (1) 86:15 NY (6) 123:22;127:7; 128:8;129:25;130:22; 134:24
	N			
	name (33) 8:3;9:8;12:20,21; 27:24;32:14;33:18; 36:19;37:11;61:5; 77:13;89:8,11;91:17, 21;100:13;103:1; 107:16;118:6;126:11; 141:2;156:19;171:10, 11,12;172:2,5,16; 173:18;176:2,4,7; 177:11 named (11) 34:2;45:14,23; 60:23;61:4;76:6; 107:9;133:11;172:2; 176:8;177:8 names (8) 17:9;89:11,13;			
	O			
				o'clock (1) 114:22 oasis (1) 87:24

oath (2) 27:14;100:10	10:3	103:9;12	181:10	133:21;22;142:4; 161:13;174:18; 176:10
object (3) 122:4;145:20;153:6	offered (6) 20:20;121:24,25; 122:17,22;168:17	only (20) 13:19;22:8;25:16, 25;34:20;45:3,6; 65:17;70:23;81:3,3; 85:9;93:17;122:21; 154:11;157:9,17; 181:18;184:2,2	organized (2) 109:8,10	P
objecting (1) 11:18	offering (1) 122:10		organizer (6) 60:7;101:14,20,23; 107:16;182:8	
objection (43) 9:6;11:14,16,20,21; 52:25;53:1,4;68:20; 71:6;89:4;99:13,14, 17;121:20;122:8,15; 124:22;126:21; 127:23;128:20; 129:11;130:14; 131:11;137:14; 138:15;148:25; 149:21;150:11; 152:17;157:13;159:7; 160:25;162:2;163:1, 12;165:14;175:3; 177:21;180:8,24; 181:25;183:1	Office (4) 7:13,15,16;32:23	open (4) 23:12;158:2; 164:24;186:7	organizing (38) 16:19,20;17:2; 19:21;59:19;74:15; 102:13,17;103:4,9,10, 20,21;104:6,21;105:3, 25;107:11,15,23; 108:1,10;109:4; 114:24;115:3;120:14; 133:14;134:12; 138:12;142:8,25; 146:22;174:20; 178:20;181:15,24; 183:8;185:7	page (6) 54:17;127:7;178:4, 6;185:24;186:2
objections (2) 7:10;23:3	official (2) 32:11;115:20	opened (1) 11:1	original (2) 125:9;126:9	pages (6) 14:17,18,19;15:5; 139:16;140:8
objective (2) 23:1;140:1	often (5) 72:17,19;74:17; 75:3,3	opener (1) 164:24	originally (1) 104:11	paid (8) 38:14;111:9; 112:22;181:4,10,11, 16;182:8
obligated (1) 152:24	Ollie (1) 171:1	opening (4) 16:4,5,14;24:24	others (2) 150:2;153:13	paint (1) 79:20
obligation (4) 27:2;152:6,11,19	Olsen (1) 172:11	operate (2) 68:5;125:7	ought (1) 32:21	paper (1) 39:8
obligations (2) 27:3;153:5	O-l-s-e-n (1) 172:11	operational (1) 143:25	ourselves (1) 138:8	papers (5) 10:16,21;11:2,3; 167:23
obscure (1) 21:6	omissions (1) 11:2	Operations (1) 31:25	out (54) 15:1;17:1,8;19:13; 20:20,23;21:4;35:11; 40:2,43;15:48;25; 53:11;60:5,22;69:11; 70:10,18;72:4;75:1; 85:16,16;92:20,25; 93:1,11,12,95:12; 102:9,14;103:13,15, 19,25,25;104:23; 105:10;109:19,24; 115:5;116:2,4,17; 129:6,7;131:2,24; 138:9;170:3;172:24; 179:1,5;184:25; 185:10,13	Paragraph (3) 164:6;179:8;182:21
observe (2) 134:16,18	omitted (1) 11:9	Operators (1) 19:1	outstanding (1) 15:8	parameters (2) 114:5;163:10
obtain (1) 21:22	Once (10) 11:11;23:2;72:22; 73:4,6;74:19;75:5; 150:16;165:9;179:21	opinion (11) 47:18;49:6,9,11,24; 50:8;51:14;57:1; 65:24,25;138:16	over (12) 16:18;21:23;30:10; 75:12;78:23;93:11; 104:11;110:11; 139:18;148:6;155:15; 175:13	parking (1) 132:14
occasionally (1) 51:16	one (79) 9:1,4,21;10:23; 11:8;16:24;19:17; 25:16;26:19;29:10, 17,21;37:20;38:18; 53:24;54:4;55:9,14; 61:12,24;65:3;67:9; 71:19;73:12,17;77:7; 81:3;82:11;87:12,16; 90:20;93:22;95:7; 96:10;97:10;100:25; 101:6;103:6,7; 106:20,20;109:2,10; 111:11,18;112:8; 123:22;129:19,20; 130:23;138:10; 139:16;142:7,21; 144:6,23,24;145:1; 147:15;154:11; 155:18;158:21;160:7, 10,11,14;161:18; 162:9;164:3;167:9, 10;170:8;173:15; 177:4;179:25;182:13, 24;185:4;186:20	opinions (6) 44:16,17;45:4,7,12; 75:19	overall (1) 28:16	part (27) 38:6,13;54:11; 55:14;62:1,20,24,25; 63:1;65:8;68:6;71:11; 82:19;89:25;91:16; 101:5,6;147:24; 149:8;152:12;155:1, 1,13;166:2;168:10; 174:18;176:20
occur (1) 92:15	one's (1) 119:13	oppose (1) 145:19	overlaid (1) 141:21	partial (1) 11:6
occurred (3) 44:25;91:5;133:2	ones (2) 172:24;185:21	opposed (3) 48:5;170:17;180:2	overrule (2) 53:4;71:8	participant (2) 107:20;147:10
occurs (1) 55:8	onestarbuckcom (1) 65:19	opposes (1) 146:15	Overruled (2) 89:5;165:16	participants (3) 133:19,23;134:2
October (3) 1:18;28:7;187:19	one-by-one (1) 18:7	opposing (1) 26:23	own (9) 26:21;42:7;125:21;	participate (10) 18:21;56:24;115:9; 116:13,18;147:17; 149:18;169:22;170:5; 185:13
off (39) 10:12;15:3,4,13; 16:6,8;35:20;46:22, 24;66:22,24;73:16; 80:4,6,7;82:13;94:2,4, 5,6;98:19,20,22; 105:1;110:18;111:1; 131:18;140:15,16; 156:21;173:11; 182:12,14,15,16; 183:15,16;187:16,17	online (2)	order (13) 7:4;8:25;11:8;19:3; 24:14;25:13,21; 52:10;53:9;129:22; 145:24;156:20;163:9		participated (1) 109:22
offense (4) 87:24;88:5,6; 154:15		ordering (1) 127:9		participating (2) 13:22;154:19
offer (1)		orders (2) 123:23;145:25		participation (3) 111:13;150:25; 154:22
		ordinary (1) 162:25		particular (10) 44:8;68:23;103:19; 104:3;108:9;131:22; 138:24;142:14; 164:11;167:7
		organization (2) 32:3;100:23		parties (10) 7:18;8:4;10:11;
		organizations (1) 133:21		
		organize (8) 17:17;101:25; 104:4;109:11,14; 140:11;142:14;		

14:10;26:3,4,9;42:6; 58:19;162:23	performing (1) 141:20	148:6	plenty (1) 50:11	52:18,20;56:6,7;57:3, 4,6;58:21,23;63:11, 12,18,22;64:21;65:1, 4;68:9,11;77:4,18,22, 24;78:12,18;79:22,23, 25;82:3,5,8,9,19;83:6; 88:19,21;89:16,17,21, 22;90:1,9,18;94:12, 14;125:12
partner (16) 43:15;45:6;48:9; 51:6,7,9,11,14;56:20; 61:15;91:11;92:5,20; 124:1;165:6,10	period (10) 19:22;28:10;33:13; 101:20;109:5,5,23; 171:4;185:2,3	picking (2) 39:8;157:1	plural (1) 183:23	portions (6) 41:1,8,9;58:13; 81:24;178:8
partner's (2) 48:7,11	permit (1) 8:21	picture (6) 39:3;59:17;114:17; 126:10;136:20,21	plus (2) 63:4;76:12	posed (1) 149:8
partners (31) 35:16,17;43:16; 48:17,25;49:13;50:8; 51:5,18,22;52:3,9,12, 16;59:25;60:21; 61:13;67:21;70:18; 75:1;76:2;89:7,10; 103:7;109:19;133:5, 5,6;169:17,18;185:5	permitted (5) 19:9,16;87:21;89:2; 163:23	pictured (1) 137:10	pm (14) 54:15;55:2;94:6,6; 98:23,24;99:2;136:6, 7;140:17,17;183:17, 17;187:18	position (13) 12:19;13:21;28:3,5; 31:24;32:7,9;48:8; 53:16;65:22;92:2; 101:13;165:19
parts (1) 16:21	perpetrated (1) 20:17	pin (3) 177:6,9,13	point (23) 11:22;13:25;17:22; 26:13;29:1;33:9; 40:21;44:22;58:19; 60:5,9;65:5;71:19; 74:23;77:12;82:22; 87:19;110:17;132:5; 145:6;156:10;179:10, 25	positions (1) 28:18
Party (16) 1:10;8:4,9;18; 11:18;12:10;14:6; 16:19;24:21;26:5,10, 20;81:2;99:16; 100:23;139:6;186:16	persists (5) 48:24,24,24,24,25	ping (15) 38:17,19,20;39:9, 10,11,12,14,15,16,16, 17;43:19,25;44:1	pointed (1) 146:13	positive (1) 30:19
party's (2) 26:6;151:25	person (28) 9:4,16,17;12:24; 13:5,9;25:17;26:5; 32:5;33:21;60:24; 70:23;78:5;81:3; 109:20;116:3;143:9; 148:9;149:13;158:5; 159:8;171:10;175:22; 177:9,9;180:13; 181:14;182:25	p-i-n-g (1) 39:15	pointing (1) 54:16	possessive (1) 145:7
past (4) 19:18;23:18;116:7; 165:3	person's (1) 174:10	pings (2) 38:22;44:2	pointless (2) 185:11,12	possible (2) 10:1;98:6
patience (1) 93:25	personal (5) 103:14;123:13; 174:10,11,11	pins (1) 35:16	points (3) 68:17;75:22;160:3	Possibly (7) 37:14;49:9,9;61:18; 68:4;76:22;90:25
pause (3) 66:24;80:7;183:17	persons (3) 12:18;25:23;26:3	place (12) 25:13;53:18,24; 54:6,6;69:9,21;98:5; 110:10;163:3;176:9; 187:20	poker (2) 79:18;80:3	post (10) 19:10;74:9;124:4, 12;127:13;128:10; 130:8,9;131:3;135:1
pay (3) 63:4;76:11,16	perspective (2) 21:19;159:10	placed (1) 148:4	police (1) 26:25	posted (21) 84:20;98:4;106:20; 124:10,11,14,16; 125:8,24;127:11,15, 20;128:12,14,16,17, 22,23;131:5;134:24; 135:3
paycheck (1) 64:4	petition (17) 14:9;15:11;17:14, 15,16;34:15,21,24; 35:3,6;37:7;38:10; 43:16;44:6,13;85:3; 171:4	planned (1) 131:20	policies (3) 18:18;19:14;23:17	posting (6) 19:7,8;123:22; 125:11;131:19; 134:25
paychecks (1) 20:8	petitions (3) 14:4,5;35:17	planning (1) 108:7	policy (9) 35:19;80:13,24; 81:7;93:13,16,17,19, 20	post-it (1) 66:8
Pearl (2) 91:20,20	phone (1) 174:11	plans (2) 29:12,12	political (1) 124:9	potential (3) 26:15,18;27:2
pending (1) 50:16	photo (18) 125:11;128:25; 135:12,14,18,23; 136:3,8,9,12,16,19,23, 24;137:1,5,9,10	play (21) 41:17,21,24;42:8, 17,25;43:2,21;47:10; 49:15;52:18;53:6; 56:5;57:2;58:21; 64:20;90:6,7,19; 94:12,13	politician (1) 126:7	potentially (3) 13:13;25:18;162:8
people (24) 25:19;32:20;40:4,4; 55:9;61:19;67:16,20; 68:6;81:15;82:25; 89:13,15;103:9,24; 132:17;148:12;170:4, 17;174:19,21;176:19, 25;181:9	photographic (1) 126:8	played (15) 43:5;47:12;49:17; 52:20;56:7;57:4; 58:23;63:12;65:1; 68:11;77:22;79:23; 82:5;88:21;94:14	politics (1) 120:16	Power (1) 160:3
people's (1) 109:6	photos (1) 135:10	playing (4) 41:23;53:10,10; 65:8	polls (1) 106:6	practice (15) 23:18;47:25;56:21; 67:15,18,21;68:3; 69:11;90:23;122:2; 163:8;166:12,17; 167:3;185:16
perceive (1) 142:1	phrase (1) 125:17	Plaza (6) 119:14;132:10,11, 13;136:17;137:2	pong (1) 39:16	practices (10) 19:18;20:19;21:22; 22:3;24:1,18;67:5; 118:19;122:4;146:3
perceived (1) 154:9	pick (4) 40:1;51:16;52:16; 59:8	pleadings (1) 10:16	popular (1) 119:5	
percent (1) 167:9	picked (1) 142:17	please (13) 7:19;10:9,15;27:9, 24;52:2;96:3;100:5; 140:22;152:4,23; 169:1;187:12	populated (1) 31:4	
performance (1) 45:18	picket (3) 148:12,16;151:11		population (1) 179:6	
	picketing (1)		portal (2) 103:9,12	
			portfolio (1) 31:7	
			portion (54) 41:16,24;43:5,22; 47:12,21;49:16,17,19;	

pre (3) 74:9;75:3,4	175:16,17,19,24	proceedings (2) 27:16;116:13	PTR (1) 15:11	quotes (1) 81:11
preceded (1) 32:11	pressed (1) 159:24	proceeds (1) 25:19	public (2) 17:25;175:20	R
preceding (1) 32:11	pressing (1) 73:7	process (10) 76:2;95:16;102:4,5, 6,8;105:1;106:19; 139:4;143:6	publication (5) 39:22;116:20; 119:3;120:16;121:12	R-10 (1) 168:14
precluding (1) 153:14	pressure (2) 148:4,8	production (2) 14:12,21	publicize (1) 123:5	R-19 (1) 168:16
preference (1) 100:2	presumably (1) 14:11	program (2) 154:19,23	publicized (1) 175:13	R-53 (1) 99:18
prejudicial (2) 13:13,13	pretending (2) 93:3,4	prohibited (2) 18:20;20:5	publicizing (2) 130:23,23	race (1) 89:11
preliminarily (1) 8:14	pretense (1) 23:22	prohibiting (2) 19:8;80:13	publicly (4) 17:8;24:7;108:13; 176:21	raise (3) 27:9;100:5;161:8
preliminary (2) 10:17;15:9	pretenses (1) 23:5	prominent (1) 17:20	published (6) 17:16,21;116:24; 117:21;118:2,25	raised (4) 12:15;112:20,24; 181:21
pre-marked (3) 95:15;167:13; 168:15	pretrial (5) 11:8;12:3,4;14:6; 139:24	promise (2) 19:4;22:10	pull (4) 33:18;60:21;66:20; 95:11	raises (5) 85:8,11,12,12; 161:23
pre-organizing (1) 74:9	pre-Union (2) 72:20,22	promises (1) 18:12	purported (1) 13:22	raising (1) 181:22
preparation (1) 26:23	prevent (1) 146:3	promoted (4) 47:7,15,18;61:24	purporting (1) 152:21	rally (23) 119:13;126:18; 130:23;131:20,22,25; 132:4,6,9,13,25; 133:2,19;134:2,16,25, 25;135:21;136:4; 175:15;178:25; 182:23;186:8
prepare (1) 46:19	previous (1) 40:15	promotion (1) 18:10	purpose (6) 9:24;116:11; 121:22;122:1,25; 123:1	rallying (1) 126:19
prepared (2) 13:11;40:25	previously (8) 10:1,25;11:7;28:21, 24,25;98:1;164:12	promotional (1) 29:12	pursuant (1) 1:14	Rampow (1) 31:13
preparing (1) 40:14	primary (1) 115:6	promotions (1) 62:17	put (13) 8:22;12:11;14:1; 15:13;17:9;22:14; 25:13;40:5;79:18; 97:13;126:11;148:8; 175:19	range (1) 30:24
pre-petition (1) 164:16	principals (1) 151:25	prompted (1) 14:6	putting (5) 66:8;97:3;127:10; 146:5;161:13	rapport (1) 73:23
prescribe (3) 48:11;75:23;87:20	principle (3) 145:18;146:14,18	pronoun (1) 154:9	Q	rarely (2) 19:1;40:1
prescribing (2) 50:11;65:22	printed (1) 41:10	pronouns (1) 154:12	quarter (1) 155:19	rate (1) 63:1
present (29) 8:9;9:2;10:23; 25:25;27:3;30:6,7; 40:14;41:15;63:10; 64:21;68:8;78:15; 79:21;81:21;82:2; 88:14,19;91:2; 105:14;115:10; 129:14;134:16; 136:18;137:8,10; 152:6,11;162:19	prior (12) 8:9,12,17,20;12:15; 13:3;14:2;15:10,19; 56:18;141:5,10	proper (2) 13:24;93:10	Queens (1) 29:2	Rather (3) 13:5;148:23;174:19
presentation (2) 26:6;99:8	private (1) 70:17	properly (1) 164:2	quick (1) 159:19	RC-290364 (1) 22:2
presented (2) 91:2;94:3	privately (1) 70:12	proposal (1) 152:21	quit (2) 164:7,8	reach (14) 92:20;93:11,12; 102:9;103:15,24; 109:19;115:5;116:2, 15;131:24;137:21; 138:9;170:3
presenting (5) 77:1,17;126:24; 128:2;130:17	Probably (18) 34:8;37:2;39:6; 50:3;65:8;71:10; 75:24;86:8,15;88:4,5; 98:2;115:18;118:25; 125:15;136:5,13; 168:14	proposals (1) 162:24	quite (3) 53:19;54:2;120:20	reached (4) 17:1;43:15;104:23; 184:25
presently (1) 115:16	problem (1) 9:5	propose (1) 152:23	quitting (1) 73:25	reaches (1) 103:19
President (2) 32:4;106:3	problems (1) 26:17	proposed (1) 152:17	quo (1) 162:25	reaching (3) 103:25;179:1; 185:10
presiding (1) 7:12	proceed (6) 9:6;13:14;15:2; 25:3,24;140:21	prospects (1) 17:5	quote (8) 93:16;125:6,16,19, 20,20,22,24	read (25) 10:7;25:20;39:25;
press (15) 17:16,18;107:21; 108:13;118:4,13,18; 119:2,6,12;130:6;	proceeded (2) 23:4;72:2	protected (1) 22:18	quoted (3) 155:12,12;179:9	
		protocol (2) 144:21;174:5		
		provide (3) 12:17;13:7;92:21		
		provided (5) 11:15;15:19;52:10; 81:24;139:13		
		provides (1) 21:17		
		provision (1) 21:6		

59:3,4,7;60:15,21; 65:15;66:4,6;83:2; 84:21;87:5;90:24; 98:3;119:21;120:9; 121:4,16;140:8; 152:4,8,9;177:19 reading (6) 63:7;65:6,10,12,13; 168:4 reads (1) 145:6 ready (3) 11:4,11;25:2 real (1) 148:3 really (12) 36:18;37:17;70:17; 75:7;87:8;91:13; 96:21;153:8;163:18; 164:1;182:3;184:21 reason (11) 96:18,23,24; 150:22;157:15,16; 159:18;161:17;166:2, 3;180:4 reasonable (1) 9:24 reasons (3) 52:13;179:11,16 rebuttal (1) 26:23 recall (104) 33:13,19,20;34:4; 36:25;37:10;40:12; 44:20,25;45:2,16; 47:14;49:10;51:3; 52:22;56:4,14;57:18, 21,25;58:1,3,9,25; 60:25;61:4,21,23; 62:15,20;64:5,15; 65:13,16,18;66:3,6,7, 7,10,12,13;67:4,6,13, 14;72:7,9;76:8;80:22; 81:17;82:15;83:21, 22,22,24;84:1,13,18; 86:3,15,16,21,21; 87:3;88:9,11,22,24; 89:1;91:1;92:13;95:1; 109:8,25;110:1,6,12, 22;111:14,19;112:2, 19;113:1,2,5,13,15; 114:19;118:1,2,3; 126:4;127:15;144:23; 145:2,4;156:6,17; 158:7,10;166:3; 177:11;179:11;181:5 recalling (2) 147:15;177:4 receive (5) 38:17;44:2;96:23, 24;141:14 received (30) 11:24;12:1;14:15;	36:22,25;39:18; 40:17;43:19,25; 80:16;99:18,19; 116:14;122:12;123:2; 124:23,24;126:22,23; 127:24,25;129:11,12; 130:15,16;131:12,13; 137:15,16;164:10 receiving (4) 96:19;97:22;98:8,9 recent (2) 115:21;146:11 recently (2) 12:4;75:2 recess (7) 9:24;15:24;16:10; 46:16,25;98:23; 140:17 recognize (12) 17:11;24:15;36:8; 94:22;96:7,12;97:9; 117:18;118:15; 123:18;168:4;169:1 recognizes (1) 106:5 recognizing (1) 152:4 recollection (14) 35:12;37:6;53:23; 97:22;98:8,9,10,12; 155:11;167:11,17,24; 168:5;169:2 reconvene (1) 187:19 record (65) 7:3,19;8:22;11:1; 12:3,6,8,11;13:12,14, 17;15:3,4;16:6,8,11, 12;25:20;27:24; 46:23,24;47:1;58:17; 66:22,24;67:1,2;80:4, 6,7,8,23;84:8;94:2,4, 5,6,7,8;98:19,19,21, 22;99:3,4;140:15,16, 18,19;144:5;154:8; 178:16,20;182:13,14, 15,16,17,18;183:15, 16,18,19;187:16,17 recorded (2) 21:5;27:17 recording (37) 21:12;40:24;41:2,6; 42:18;43:7,11,13; 47:10;49:20;55:6,11; 56:9;58:12,14,18,22; 59:9;63:24;76:25; 78:12;79:25;80:16, 21,25;81:15,20,24; 82:19;83:1,3,6;88:13; 89:16,21;90:1,18 recordings (14) 12:17,24;13:1,3,7, 18,21,23;21:3,8,10;	40:23;80:13;82:13 records (2) 156:4,12 recross (3) 186:19,21,23 redirect (2) 184:14,16 reduced (1) 166:14 reduction (2) 166:18;167:4 re-employment (1) 24:4 refer (4) 34:12;101:9;118:9; 125:22 reference (4) 96:9;156:10; 175:22;177:5 referenced (3) 92:22;96:10;157:24 referencing (1) 59:15 referred (1) 175:23 referring (7) 41:11;43:13,17; 62:2;92:23,24;154:13 reflect (12) 12:3;13:14,17,23; 58:17;63:21,24;65:4, 6;80:1;89:17,22 reflected (1) 63:18 reflecting (1) 78:16 reflects (6) 49:22,24;55:5; 63:19;78:13;83:7 refresh (4) 167:11,12;168:5,8 refreshes (12) 167:16,23;169:2,4 refreshing (1) 53:23 refusal (3) 166:13,17;167:4 refused (2) 22:22;166:13 regard (3) 38:6;49:5;134:18 regarding (16) 26:11;38:25;40:9, 11;48:14;57:17,23; 66:11;67:16;68:17; 69:2;75:18;84:3; 93:13;157:24;164:11 regardless (1) 64:4 Region (1) 1:16 Regional (7) 11:9;19:1;31:25;	32:4;100:25;101:7; 104:18 regularly (1) 108:4 Rehire (6) 123:23,24;126:11; 127:10,10;134:8 reimbursements (1) 20:7 reinstated (2) 138:23;139:3 reinstatement (5) 126:18;133:3; 138:13,19,25 reject (1) 22:8 rejected (2) 18:13;19:5 relate (2) 141:22;149:8 related (5) 39:22;100:23; 123:6;141:10;185:16 RELATIONS (10) 1:2,16;7:6;91:11; 92:5,20;141:16,22; 148:23;164:1 relationship (2) 73:15;159:12 relationships (1) 75:8 relatively (2) 23:8;155:15 relay (1) 113:8 relayed (2) 49:7;149:5 release (2) 17:16,18 released (1) 67:10 releases (1) 175:16 relentlessly (1) 19:21 relevance (5) 145:20,23;153:6; 159:7;163:12 relevant (2) 159:14,16 relieved (1) 22:6 relish (1) 22:16 reluctant (2) 169:22,22 rely (1) 175:5 remain (2) 26:6,9 remaining (3) 8:5;24:6;176:16 remarked (1)	155:8 remedies (1) 24:11 remedy (4) 18:12;19:4;24:17; 50:2 remember (39) 36:17;39:6;45:22; 60:10;61:17;62:7,18, 23;64:18;67:7,24; 84:2,13,15;86:17; 87:2;90:2,5,17,19; 91:19,21;96:19,21; 110:2;111:24;112:23; 120:5;133:25;136:4; 157:25;158:1,1; 171:1;177:8,10; 178:19;179:4;186:12 reminding (1) 25:12 remove (2) 24:11;100:1 removed (2) 22:25;24:5 render (1) 15:20 repeat (8) 35:5;55:21;108:20; 148:14;149:24;150:8, 15;159:21 repeated (2) 20:13;150:16 repeatedly (2) 157:7,9 rephrase (1) 149:2 replaced (1) 34:4 replayed (2) 43:22;90:10 report (9) 31:8,9,13;38:18,20; 40:8,11;156:4;158:9 reported (3) 38:10;122:23;150:2 Reporter (34) 8:2;10:24;16:8,12; 35:25;46:24;67:2; 77:1;80:9;81:21; 88:14;94:5,8;95:25; 98:22;99:4;100:14; 117:6,13;123:15; 125:1;126:25;128:3; 129:15;130:18; 140:16,19,20;168:13; 182:15,18;183:16,19; 187:17 reports (10) 30:12,13;33:3;38:7; 116:23;122:6,18,18; 146:6;185:8 reposting (2) 125:20,21
---	--	---	--	---

represent (10) 11:6;34:10,22,25; 35:18;55:10;77:3; 81:23;96:13;113:8	respective (1) 179:22	reveal (3) 142:12;158:11; 183:2	25;57:24;59:20;64:8; 69:1;83:11;93:17; 94:24;104:7,10; 105:3;107:9,12; 108:23;113:17,23; 114:24;115:11,16,21; 126:13,14;131:21; 132:25;137:19;138:1; 186:7	86:20,25
representation (12) 12:6;16:23;17:10; 14:18;13:20;21;22:9; 42:10;55:8;57:17; 108:17;145:10	respects (1) 153:3	reveals (1) 142:12	Robinson (2) 91:16,18	salvage (1) 138:25
representations (1) 14:20	respond (2) 112:16;145:21	review (12) 10:24;13:2,5;14:20; 15:5,6;36:4;42:7; 96:3;105:18;139:19; 169:1	role (7) 56:19,22;66:9; 104:9,20;107:14; 108:10	same (26) 9:16,17;20:14;28:9; 30:23,24;35:4;36:15; 47:7,15;54:17;61:19; 75:20,22;76:1,9,11; 77:14;96:15;127:8; 129:3;130:7;179:20; 180:5;181:11;187:20
representative (12) 8:4,19;9:19;17:12; 18:11;20:3,12;24:16; 34:18;143:16;153:4; 159:12	Respondent (30) 1:6;7:25;8:8,14; 11:1,20;13:2;14:9,16; 16:18;17:15,23;18:1; 17,25;21:14;23:4,6,7; 12,13,17,18;24:14,23; 95:18,19;99:5;139:9; 168:21	reviewed (8) 14:7;36:6;96:5; 97:8,20;105:21; 167:18;169:3	roles (1) 142:7	sample (1) 94:13
representatives (2) 7:18;26:4	Respondent's (24) 15:20;18:23;19:20; 20:4,19;21:3,6,15,18, 21,24;22:3,12;23:14, 20,25;24:9;95:22; 99:9,11,19;122:2; 167:14;168:23	Reyna (25) 107:17,25;108:15, 24;109:14,19;110:13; 153:17,21;154:2,11, 19,21,22;167:2;169:5, 6,9,10,12,23;170:9; 171:17;174:9;186:10	Room (18) 1:18;18:7;19:7; 25:25;26:7,9;32:20; 44:18,20;45:1;54:7; 69:10;76:5;79:3,4,5; 83:19;110:16	Sande (1) 46:9
represented (3) 13:8;105:25;155:14	Respondents (1) 14:5	revisit (1) 15:17	rudely (1) 23:6	Sandi (1) 172:14
represents (1) 96:14	responding (1) 178:8	Reyna's (1) 154:12	Ruddeman (3) 91:16,18;92:6	S-a-n-d-i (1) 172:14
request (5) 10:11;46:15,21; 166:14,18	response (10) 14:12;19:20;63:20; 78:5;112:12,20; 116:15;142:5;147:18; 152:1	Reynov (14) 45:14,18;113:22, 25;114:2,7,8,19,23; 116:6,9,11,12,14	rule (5) 25:22;26:13,19,25; 27:4	sat (1) 90:23
requested (1) 167:4	responsibilities (5) 29:8;101:22; 141:20;142:18;175:2	revoke (4) 14:4,5,9;15:11	rules (4) 51:6,10;85:20; 93:13	saw (19) 38:24;39:2;40:8,11; 59:14,16;60:16; 118:1,24,25;120:5; 126:4;127:15,18; 128:17;130:9;131:8; 134:19;144:24
requests (2) 7:15;103:10	responsibility (1) 105:4	right (61) 10:15;11:5,24; 25:17;27:9,15,17; 33:19,20;35:1;38:4; 40:18;42:20;48:20; 50:12;51:6,52:18; 53:16;55:16;57:2; 58:10,21;61:7,19; 65:25;74:12;76:1; 79:15,18,19;80:13; 81:13,18;84:14; 93:20,25;97:12; 100:5;101:1;111:14; 113:4;129:10;130:2; 135:9;136:8,10,23,24; 141:3;143:9;150:25; 152:20;159:19;160:7, 9;161:24;164:13; 171:11;178:18;180:2, 22	ruling (2) 13:12;153:11	saying (31) 12:22;13:3;39:2,3; 45:19,20;51:8;54:23; 56:4;60:18;64:18; 67:7;71:21;76:13,23; 84:6,10;85:11;86:15; 87:2;88:2;106:3,9; 111:19;114:4;122:17; 123:23;141:2;147:15; 155:12;160:21
require (1) 165:19	responsible (4) 37:23;38:1,2; 174:25	ring (2) 171:12;173:18	rumors (1) 181:4	scale (2) 138:18,19
required (4) 18:21;51:12;56:23; 165:25	rest (1) 115:7	Road (63) 16:25;17:4,17,22; 19:2,3;20:5,15;21:21; 22:13,21,25;23:12,24; 24:10,17;29:21;30:1, 9;34:10,16,20,25; 35:23;36:11;38:25; 44:18;45:3;46:12; 47:8,16;48:13;50:19; 51:15;52:24;56:19,	running (3) 138:5;175:1;185:5	scared (1) 185:9
requiring (3) 22:1;24:14;25:22	restroom (1) 46:20		ruthlessly (1) 21:16	scenarios (1) 181:8
rerun (1) 24:13	result (3) 21:17;64:16;166:9		S	schedule (3) 73:20;165:19,25
re-run (1) 146:4	results (4) 22:1;83:18;108:21; 166:5		Sadly (1) 21:15	scheduled (4) 109:4;164:23; 165:4,8
re-running (1) 146:3	resume (2) 98:16;99:7		safe (3) 92:25;158:6,8	scheduling (1) 15:3
reserve (2) 24:25;103:3	retain (1) 76:11		Saff (13) 99:25;100:7,15,18; 123:18;127:4;128:7; 129:2,24;130:21; 139:13;140:25; 184:18	scheme (1) 22:4
reserved (1) 146:2	retaliation (10) 18:2;19:15;116:5; 120:14;170:5;176:22; 185:14,17;187:1,6		S-a-f-f (1) 100:15	school (3) 20:7;165:19,25
residential (1) 174:12	return (1) 93:2		said/she (1) 150:21	schooling (1) 154:7
resign (1) 148:13	returned (2) 33:11;109:15		sake (1) 149:16	Schulte (1) 33:6
resigned (5) 24:3;151:11; 165:18,23;166:7	returns (1) 99:9		Salages (4) 125:8;126:6,9,16	Schultz (14) 22:11;33:9,14;34:1, 4;84:19;85:1,9;86:4, 10,18;89:2;94:22,23
resigning (1) 148:17	re-Tweet (1) 125:22		salt (2)	
resolve (1) 179:18				
resolving (1) 14:11				
respect (7) 89:15;141:15; 142:13;143:12; 153:10;154:12;169:5				

Schultz's (1) 85:5	107:2;118:5;152:22	shambles (1) 24:1	152:15	snipped (1) 60:17
Schulz (1) 84:16	181:3;185:4	shape (1) 106:17	sides (1) 105:19	snippet (3) 53:7;59:16;60:16
scope (2) 48:6,10	18:25;35:23;36:11, 14,15,17,18;60:17;	share (7) 52:3;58:19;77:12; 118:10;156:15,18; 161:25	sign (4) 17:3;43:16;75:24, 25	Socialists (1) 131:24
scratch (2) 111:25;112:13	96:8,16,17;97:12; 98:2;106:16,18;	shared (16) 10:25;49:8,9,10; 50:7;51:4,13;57:1; 66:1,1;86:1,2,5,7; 118:11;156:11	signed (8) 17:6;35:17;44:14; 102:4;105:9;106:1,5; 107:22	solicit (1) 19:3
scrutiny (1) 23:15	114:8,11,18;119:8,20; 120:8;121:3,15;	sharing (2) 49:24;86:3	significant (1) 162:9	solicited (1) 18:11
seat (2) 25:8;187:12	143:15,22;144:7,10, 19,22;152:22	She's (20) 12:25;31:12,13; 87:24;88:2;91:18; 92:3;124:9;126:7,10, 11,11;154:2,2,3,6; 171:14;176:19; 183:24;184:2	signing (3) 44:6;75:23;152:19	soliciting (1) 17:3
second (4) 10:5;29:16;54:18; 143:18	sentence (2) 145:5,11	shift (12) 51:16;62:3;156:19, 20,21,22;157:2;165:6, 10;169:18;174:23,25	signs (3) 133:19,20,22	solidarity (2) 125:10;127:9
seconds (1) 94:13	separate (1) 123:12	Sholar (2) 124:7,8	similar (4) 20:1;79:8;128:25; 139:4	somebody (7) 73:7;84:24;151:14; 153:21;173:2,7; 177:12
secretly (1) 21:12	separated (8) 153:17;154:23; 171:17,20,22;172:22; 173:14;174:21	shop (9) 50:6;51:7,9;85:12, 18;113:3,8,10;159:10	similarly (1) 138:7	Somehow (1) 21:4
section (1) 42:2	separation (6) 90:24;91:3,4; 122:23;169:23; 175:13	Shortly (3) 83:18,25;84:3	simpler (1) 161:9	someone (27) 36:20,21;37:6,12; 39:3;49:7;59:7;60:17; 70:1;73:7,21;82:17; 83:3;103:7,8,11; 109:1;115:16;116:2; 133:11;143:20;158:2, 4;164:2;169:10; 170:16;172:2
secure (1) 93:15	September (7) 33:24,25;131:8; 144:25;145:1,5; 182:21	shifts (5) 18:19;19:17,19; 50:20;52:17	simplify (1) 161:10	someone's (1) 73:22
secured (3) 93:5;176:16,25	sequestered (1) 25:23	Sholar (2) 124:7,8	simply (2) 11:20;26:17	something's (1) 73:7
seek (1) 24:4	sequestration (4) 8:25;25:10,13,20	shot (1) 84:22	Sing (1) 46:1	sometime (6) 84:18;142:23; 143:1;164:7;177:12; 184:8
sought (1) 92:18	serially (1) 18:6	shop (9) 50:6;51:7,9;85:12, 18;113:3,8,10;159:10	Singh (2) 62:15;71:19	sometimes (4) 9:25;73:2;140:10; 149:12
seeking (2) 92:19;145:24	series (1) 55:10	Shortly (3) 83:18,25;84:3	single (3) 17:6;72:11;81:2	somewhere (5) 116:16,17;135:24; 154:3;159:9
seeks (2) 13:25;34:9	seriously (1) 139:22	shot (1) 84:22	sink (2) 77:12;82:18	Sorry (13) 9:12;55:21;57:14; 77:8;95:25;112:17; 127:19;144:14; 154:10;164:6;167:2; 168:20;179:9
seem (5) 118:8;154:6;162:6; 185:11,12	served (3) 14:3,4;17:14	shoulder (2) 159:6,25	site (2) 58:19;74:18	sort (2) 98:5;123:22
seemed (1) 110:25	serves (1) 35:12	show (20) 18:5,25;19:12,24; 20:15;22:15;23:9,16; 97:5,17;122:17; 127:9;145:6,7; 156:12;160:3,7,11; 167:12;176:21	sitting (3) 55:9;96:18;98:7	sought (2) 170:11;176:24
seems (3) 54:3;150:6;153:20	services (3) 147:24;150:5; 153:23	showing (7) 26:21;114:18; 125:10;127:8;160:14, 22;161:18	situation (3) 73:24;147:11;174:6	sound (1) 63:13
segments (1) 42:15	session (1) 112:4	shown (6) 26:5;114:3;126:8; 135:13;138:9;144:15	situations (2) 146:2;160:21	sounded (1) 90:16
SEIU (3) 1:9;7:7;100:24	set (3) 22:2;92:25;93:2	shows (1) 138:20	six (5) 7:7;73:2;139:16; 143:2;173:1	sounds (5) 44:1;53:11;144:20; 182:1;187:10
seized (1) 23:13	sets (2) 51:6,10	showed (5) 114:7,9,12,16,19	skip (1) 165:3	source (1) 119:5
select (1) 41:1	setting (1) 116:17	showing (7) 26:21;114:18; 125:10;127:8;160:14, 22;161:18	slide (1) 160:22	sources (1)
selected (7) 18:10;20:2;41:9; 58:13;77:3;81:24; 113:11	settlement (4) 9:22,25;10:3,10	shown (6) 26:5;114:3;126:8; 135:13;138:9;144:15	slides (6) 160:2,5,7,11,15; 161:18	
self-experience (1) 148:11	seven (8) 30:10;42:18; 170:22;174:2,8; 176:8,16,25	shows (1) 138:20	small (1) 155:16	
sell (1) 40:6	several (2) 142:5;155:10	shut (2) 139:24;143:25	smiling (1) 45:19	
send (2) 67:16,20	shady (2) 67:4,15	side (6) 26:23;29:4;97:13; 135:13;151:23;	smoothly (1) 15:1	
sending (1) 106:24			sneakers (1) 73:16	
sends (3)				

115:6 space (2) 73:21;75:13 spam (1) 38:16 Spanish (1) 127:8 spare (1) 92:25 speak (18) 46:13;55:9;57:19; 69:20;71:13;20;72:2; 79:6;85:5;102:12,14; 111:24;112:25; 143:24;146:6;172:24; 181:9;184:20 speaker (1) 136:11 speakers (1) 41:21 speaking (13) 12:18;18:20;45:17; 61:21;62:15;67:4,24; 78:5;82:20;84:2,15, 18;145:25 spearheading (1) 108:14 special (2) 87:25;88:2 specific (12) 10:3;25:24;64:15, 18;95:7;97:22;98:8, 10,12;110:1;156:10; 177:11 specifically (7) 12:8;13:6;45:17; 71:23;84:17;109:25; 181:9 specifics (1) 175:7 spectrum (1) 76:3 speculation (5) 149:21;157:13; 163:1;175:3;181:25 speculative (2) 138:15;182:2 speech (1) 136:25 speeches (2) 133:6,8 spell (1) 27:24 spelled (1) 8:7 spelling (2) 9:8;100:13 spellings (1) 8:2 spirit (1) 185:4 spoke (32) 22:15;44:15,18; 45:4,6,8,11,14,17,23; 46:1,4,6,9;57:22; 59:12;66:1;67:23,25; 69:1,17;71:10;72:13; 75:20;84:22,24;85:1, 6,7,8;108:13;180:18 spoken (4) 19:2;146:21;157:7; 178:17 spreading (1) 181:4 staff (4) 17:9;101:14,20,22 stages (1) 10:4 stamp (18) 41:25;47:11;49:16; 52:19;54:17;55:4,5; 56:6;57:3;58:22; 63:11;64:22;68:10; 77:8,10,19,20;79:22 stamped (2) 82:3;88:20 stand (4) 53:15;76:4;89:9; 99:25 standards (2) 48:20,21 standing (4) 54:2;55:9;126:12, 17 stands (1) 108:5 stapled (1) 117:8 Starbuck (1) 101:25 Starbuck's (1) 31:1 STARBUCKS (98) 1:5;7:6;16:18,20, 22,25;17:10,11,17; 18:19;21:1;22:7;24:2; 28:2,14,16;30:14; 32:2;33:6,8,9;34:2; 36:20,21;37:7;50:20; 52:10;55:20,24; 56:16;57:23;65:19; 67:10,17;73:18; 80:12,24;91:11,11; 93:13;101:25;102:1, 18,21;103:5,19,21; 106:1,3,4,9,17,22; 107:9;113:19;115:24; 117:22;118:19; 120:13;124:1,2; 125:10;126:12,19; 127:9;132:12,24; 133:4,5,9,15;134:11; 135:16,24,25;138:6, 20;143:21;144:8; 145:18;146:15;147:4; 152:18,23;154:23; 155:9;165:24;169:18; 171:5;173:4;178:10, 14;181:16,24;183:24; 184:6;186:7;187:5 Starbucks' (7) 81:7;104:3;114:6,8; 134:3,4;145:7 stark (1) 21:17 start (11) 15:22;27:19;78:17; 91:23;100:13;101:1; 112:5,14;117:17; 140:14;162:18 started (7) 49:2;61:21;62:8; 72:4;75:7;104:22; 119:13 starting (1) 40:24 starts (1) 162:19 state (7) 7:19;49:25;81:2,3, 10;164:5,6 stated (3) 23:14;28:20;43:14 statement (13) 16:5,14;17:18; 24:24;40:8;43:13; 130:24;131:2;139:12; 156:9;170:18;179:2; 182:22 statements (6) 16:4;17:20;20:22; 21:5;22:11;169:25 States (5) 16:18;30:15; 118:13;152:5;154:3 status (1) 162:25 stay (5) 106:11;110:15,19; 134:5;140:4 step (2) 12:2;103:25 Stephanie (3) 172:11;173:1,8 steward (4) 113:3,8,10;159:10 still (23) 28:12;113:16,22; 115:13;132:24; 134:21;137:22; 170:12,22;171:14,24; 172:2,11,14,16,25; 173:3,25;174:2; 177:12;179:14; 184:19,21 stint (1) 33:11 stock (1) 128:25 stood (2) 64:16;79:9 stop (4) 18:24;22:17;50:15; 70:19 stoppage (1) 148:6 stopping (1) 18:3 store (203) 12:18;13:6;16:25; 17:2,4,6,17,22,24; 18:6,7;19:2,6,7,23; 20:5,15;21:12,21; 22:13,22,25;23:9,11, 13,16,24;24:4,6,10, 17;28:12,19;29:25; 30:1,3,4,8;34:10,17, 20,20,22,25;35:16,23; 36:11;39:1;44:19,24; 45:3;47:8,16;48:13; 50:20,23;51:5,15,19, 19,20;52:24,24; 54:20;56:25;57:24; 59:20;64:6,8;65:24; 66:8;67:17;69:1; 73:17;75:11;80:25; 83:11,19;84:10,14,15, 17,18;87:15;93:14, 18;94:24;103:2,8,14, 19;104:3,4,7,10,13, 21;105:3,7;106:2; 107:5,9,12,17,19,20, 21;108:5,12,18,19,23, 25;109:21;113:9,11, 17,23;114:24;115:8, 11,17,21;116:1; 126:14,17;131:21,25; 132:25;133:9;134:3, 4,5,13;135:25;137:18, 19;138:1,24;142:14, 18;145:9,19;146:21, 22;147:2;149:7; 150:4;153:14,17; 155:24;157:10;158:3; 159:4,13;164:7,11,24; 165:11,24;170:10,12, 22,25;171:3,6,15,24; 172:3,7,12,14,17,20, 25;173:5,15,25; 174:3;175:1,1;176:9, 13,17;177:5,12,16,18; 178:3;179:3,6,7; 181:10,15;182:23,24; 183:23;184:3,8,8,19; 185:1,7 stores (31) 16:22;17:18;18:19; 20:4;29:1,2,13;30:17; 31:4,5;37:24;38:4,7, 18;40:2,4;50:25; 51:16,18,20,22;52:23; 64:7;73:5;75:8,13; 101:25,25;106:19; 133:7;181:16 stories (2) 39:22;120:17 story (4) 17:21;87:17; 119:25;120:2 stranger (2) 73:11,13 street (1) 37:19 strictly (2) 18:17;19:14 strike (21) 111:12,20,21,22,23; 112:17,17;114:4; 133:17;147:10,16,17, 24;148:6,10;149:17; 150:3,4,25;169:12; 176:10 strikes (5) 18:22;56:24; 111:13,16;148:3 striking (1) 169:11 strings (1) 96:9 strong (1) 180:1 struggling (4) 73:24;74:25;150:9, 20 study (1) 186:10 stuff (3) 38:13;40:5;72:4 subject (5) 45:9;75:18;162:12; 170:7;180:24 subjected (1) 21:1 submit (3) 102:4;103:10;109:6 submits (1) 102:2 submitted (1) 105:9 subpoena (5) 14:4,8,13;15:12; 154:2 subpoenas (1) 14:3 subsequent (1) 177:13 subsequently (1) 158:5 substance (1) 153:12 substantive (1) 140:9 substitute (1) 8:18 substitution (1)

8:21 successful (1) 22:4 Successfully (1) 109:10 suffice (1) 98:13 sufficiently (1) 162:16 suggest (1) 161:16 suggested (1) 113:12 suggesting (1) 42:9 summarize (1) 147:22 summer (1) 178:21 Sunday (1) 67:19 super (1) 70:17 supersedes (1) 81:10 supervisor (5) 31:10,22;62:4; 174:23,25 supervisors (1) 169:19 support (19) 17:8,19;19:25; 21:20;24:7;40:9; 74:22;86:11;92:21; 131:2,20;132:6; 133:20;176:21,21; 179:2,22;180:6;183:5 supporter (1) 60:6 supporters (1) 180:1 supposed (1) 93:15 sure (34) 8:1;9:20;31:6; 32:10;36:15;37:16, 17:40;20:50;10:53;9, 20:60;14:61;18; 62:11,12;68:20; 93:15;100:11;110:4; 117:9;122:24;132:2, 5;135:22;145:23; 162:15;169:10; 170:25;171:10; 175:11;183:14;184:1, 21,24 surrounding (1) 114:1 surveillance (1) 21:14 sustain (2) 103:20;180:24 swap (3)	19:19;156:19,23 swapped (2) 165:6,10 sway (1) 87:20 swear (2) 25:8;50:11 sweater (1) 94:22 swings (1) 70:9 sworn (3) 27:13;100:9;139:11 sympathizer (1) 89:11 T table (4) 76:20;79:17;80:3; 133:4 tactic (1) 145:15 tactics (5) 114:6;145:8; 146:19;147:5;149:11 talk (18) 15:2;50:1;57:11; 70:5,23;71:10,24; 72:1,3,5;73:8;78:20, 20,21;79:7;84:17; 180:5,23 talked (4) 48:19;71:23; 134:11;170:15 talking (28) 45:22;62:8;68:17; 69:9,18;73:15,23; 75:1,22;78:16,16,19; 79:1;82:10;84:4,11; 85:6;91:13,14;93:10; 109:20;125:9;144:21; 154:25;178:24;179:5; 180:15;185:2 tally (3) 84:9;153:18;166:7 tardiness (2) 23:10;48:1 target (1) 23:4 task (1) 185:6 Taydoe (8) 78:7,8,10;110:14, 17,22;172:6,9 T-a-y-d-o-e (1) 172:5 teach (1) 29:11 Teachers (1) 141:7 Team (3) 92:3,4,5	Tech (1) 1:17 technology (1) 94:3 telling (6) 10:7;62:18;86:17; 127:8;158:1;185:8 tells (1) 44:22 temporary (4) 31:14,15,15,24 ten (6) 140:12,13;156:14, 15;165:2;179:25 tendency (1) 47:25 tender (1) 156:9 tenure (1) 93:12 term (8) 144:25;145:13; 146:7,8,14,24;147:2; 153:13 terminated (3) 90:21,23;138:22 termination (4) 23:18;138:1;185:2, 3 terms (5) 20:10;108:5; 138:24;142:18;163:3 testified (10) 26:7;27:13;61:12; 66:14;68:25;100:9; 159:8;170:8;176:11; 179:17 testify (9) 25:24;26:7,12; 55:14;87:15,17,18; 97:25;142:17 testifying (2) 9:3;25:14 testimony (33) 8:5;10:2;13:3,20, 23;15:2;25:9;26:1,11, 15,22,24;38:24; 46:18;66:10,15;69:8; 71:4;74:10;87:12; 99:9;142:5;145:23; 149:6;150:23;159:9; 162:14;169:16; 178:23;183:21; 184:24;187:11,15 texted (1) 39:3 texting (2) 109:20;116:3 thanked (2) 134:10;157:1 thanking (1) 125:8 thanks (1)	71:1 that's (99) 9:6,17,20;11:25; 13:22;26:4;29:10; 32:17;43:16;46:14; 47:17;48:6,22,23; 49:1,1,3;50:13;51:3, 13,14,23;54:24;55:2; 56:12;59:3;62:7,18, 24;64:13;65:7,25; 68:5,15;71:7;72:10; 74:3;76:4,22;78:2,22; 80:19;82:13,18; 85:15,23;86:1;87:10, 20;89:13;90:1,11,16, 20;92:19;93:10; 94:22;95:8;96:9,13; 103:8,13;105:7; 106:18,24,24;107:7; 111:14,22;113:15; 118:8;129:7;141:3; 142:20,24;143:4; 145:10;147:25; 148:19;151:2,7,13; 155:13,14,22;159:14, 16;161:16,20;162:9; 164:13;167:13;171:7; 173:1,13;175:18; 178:22;183:12; 187:14 theft (1) 172:9 Theoretically (1) 163:24 theory (1) 176:20 there's (31) 8:22;11:8,20;12:7, 20;14:8;15:25;31:5; 38:17;50:16;54:15; 56:13;70:9;84:8; 118:5;121:22;122:6; 140:8;145:5,22; 147:16;148:3;149:17; 150:3;152:18;153:20; 154:11;163:7;171:10; 173:15;180:14 thereafter (1) 83:25 therein (1) 121:25 they'd (2) 67:20;116:18 they'll (4) 70:19,19,20;87:18 they're (8) 31:5;58:19;69:19; 73:17;122:3,6; 160:21;163:2 thinking (4) 73:25;87:8,9;182:4 third (2) 78:5;143:18	Thirteen (1) 28:17 though (10) 19:9;33:15;42:20; 56:13;69:7;146:12; 151:9;168:14;174:21; 185:10 thought (9) 10:1;13:1,14;38:15; 61:9;111:20;122:16; 142:11;160:17 thoughts (1) 140:11 thousand (3) 186:3,4,5 threat (1) 19:13 threaten (1) 50:14 threatened (5) 18:9;20:2;58:2,5,8 threatening (4) 18:16;60:20,24; 147:6 threats (6) 18:2,15;20:14,17, 25;57:23 three (16) 45:13;95:17; 104:12;108:1,3,3; 109:2,18;115:6; 146:22;155:9,10,16; 170:4;174:20;180:5 throughout (7) 19:22;28:9;101:20; 102:5;104:25;110:16, 19 throw (1) 40:2 Thursday (1) 187:19 thus (2) 21:24;23:20 tidbit (1) 154:18 till (2) 57:12;140:12 timely (1) 23:3 times (10) 10:8;30:4;41:11; 42:22;45:11;50:11; 51:24;53:12;155:10; 177:6 time-to-time (1) 158:12 T-i-o-s-h-i-t (1) 172:16 title (1) 101:13 TLA (2) 31:13,14 today (25)
--	--	---	---	---

8;9,10,17;12:20,25; 15:6,14;39:12,13; 70:5;96:15,18;97:4, 18;98:7;100:20; 117:24;118:21; 119:15;120:3,23; 121:14;177:19; 187:11,15 together (2) 10:20;97:3 told (66) 20:6;21:11;22:6; 35:17;43:18,24;44:4, 12;47:6,14,17,21,23, 23;49:22;50:23; 52:22;56:1,12,23; 58:8;59:25;61:13,16; 62:12;63:2,21,24; 64:2,6,10;65:20; 76:10,10,13,15;79:8, 8,14;87:21;88:3,4; 89:1;105:5;111:21; 112:14;113:7;139:23; 143:22;144:10,22; 147:23;151:5,14; 154:2,20;155:18,21; 157:18;162:17,17; 164:13,15;166:1; 182:25;186:14 tolerated (1) 23:6 tolerating (1) 23:19 tomorrow (1) 15:4 took (9) 16:23;52:9;54:5,6; 82:13;86:25;158:5; 162:14;176:8 Tooker (9) 7:22,22;32:22; 58:17;77:11,15;80:4; 140:3;168:15 top (4) 96:10;118:13; 136:8,10 topic (6) 71:11;76:6;80:15; 95:7;113:4,5 topics (1) 72:16 Tori-Murphy (1) 176:3 Torre (1) 118:7 touch (2) 103:11;116:6 towards (3) 48:13;135:16;136:4 town (12) 93:1;109:5,10,14; 125:7;146:23;147:23; 150:24;160:2,6,11,15	track (1) 186:4 tracks (1) 18:4 Tracy (2) 32:13,15 training (3) 73:19;85:17;141:14 transcript (7) 41:1,8;42:2;58:13; 77:3;81:24;142:11 transcripts (2) 26:21;87:5 transferred (1) 184:8 transferring (1) 171:5 transit (1) 110:17 transmitted (4) 143:20;144:11,16, 18 traumatically (1) 145:8 traveling (2) 8:11,12 treat (1) 89:15 treatment (1) 164:10 trial (8) 7:5;9:23,24;10:4,6; 13:25;33:1;116:18 tricks (1) 94:3 tricky (1) 161:5 tried (5) 116:2,6;132:3; 137:21;154:1 trouble (2) 81:7;156:2 troubled (1) 20:25 troubling (1) 19:11 true (12) 23:22;47:24;48:2; 66:14,18;121:23; 148:3;166:7;181:13, 19;184:2,21 truth (3) 20:22;87:20;121:25 try (11) 56:2,17;62:20; 106:10;109:3;116:11; 142:14;156:2;161:10; 167:11;179:1 trying (13) 75:7;110:5;116:12; 121:21;144:5;147:21; 155:23;156:11,22; 161:16;179:4,18;	183:7 tuition (1) 20:7 turn (1) 139:18 turned (1) 95:24 turning (2) 21:16;187:6 tweet (23) 123:21;125:6,8,9, 12,16,19,20,20,20,21, 22,24;126:9;127:7; 128:8,24;129:3,25; 130:22,25;134:24; 135:10 Tweets (3) 129:7;146:7;175:16 Twelve (1) 29:15 twice (1) 179:21 Twitter (21) 103:11;106:20,20; 123:8,10,12,21; 124:17,18;126:3; 127:16,17;128:17; 130:9,10;131:8; 135:6;178:4,6; 185:24;186:1 Two (20) 1:16;10:4;21:23; 29:18;45:13,13;51:5, 10;54:18;63:7;75:5; 105:19;134:6,7; 139:13;142:22; 144:24;145:1;176:4; 182:23 type (2) 68:23;154:19 types (1) 149:11 typically (9) 11:18;70:15;103:4; 107:2,3;109:2; 139:24;170:16;185:6	unaffiliated (1) 37:6 unanimous (1) 21:20 unanimously (1) 105:8 unauthorized (1) 21:7 unclear (1) 150:19 undecided (1) 180:2 under (12) 21:14;23:5;24:13; 26:19;27:3;68:4; 123:23;132:14; 136:17;137:2;148:22; 149:22 underlying (1) 20:22 undermine (1) 22:4 understands (2) 153:1,5 understood (13) 8:19;47:25;59:5; 97:25;142:6,11,17,21; 147:1;154:14;170:10; 176:23;181:21 unfair (14) 20:19;21:21;23:25; 24:18;118:19;122:2, 3;146:2;163:8; 166:12,16;167:3; 169:6;185:15 unhappy (1) 164:10 Union (298) 7:23;8:7;15:12; 16:23;17:2,3,6,8,10, 13,16,19,24,25;18:3, 8,10,13;19:5,8,15,21, 25;20:3,8,11;21:13, 17,20,22;22:7,9,14, 18,21,24;23:2,3,24; 24:7,7,10,15;34:9,12, 15,17,21,24;35:3,6, 16;37:13;38:13,25; 40:9;43:14,24;44:5, 12;45:22,22;47:7,8, 18,19;49:2,4,8;50:5; 51:6,7,7,9,12;56:19, 24,24;57:11,17; 59:19;60:6;61:9,13, 22;62:1,5,5,6,9,10,20, 21,24,25;63:1;64:3; 65:23,24;66:11;67:5, 9;71:10,10,24;72:5, 12,15,21;74:15; 75:18;76:12,16,21; 83:14,20;84:3,6;85:3, 10,11,12,12,18,23; 86:10,11,15,18;87:10,	13,22;88:3,4;89:2,11; 96:14;101:10,13,15, 16,19,23;102:13,15, 20,21,22,24;103:4,6, 19,20;104:2,13,15,16, 22;105:6,8;106:5,10, 13,16,25;107:2,11,16, 21,23;108:5,6,7,8,12, 14,16,18,22;109:1,6, 16,17;110:25;111:4,6, 10,20;112:22;113:6,9, 11;114:6,21;115:6,9, 10,20,25;123:5,8; 125:24;129:7;131:21; 133:5,21;137:18,24; 138:3;139:1,2;141:4, 10;142:9,14;145:8,9, 13,14,15,16,18;146:6, 10,15,24;147:4,4,6; 148:13,17;149:10,23; 150:2;151:2,4; 152:21;153:4,25; 155:2;158:21;159:11, 17,18;160:16,17,20, 22,23;161:12,17; 163:16,16,17;166:11, 16,21;167:2,7;169:6, 23;170:11;174:7; 175:12,15,18,25; 176:1,7,12,16,24; 177:1,6,13,15,15; 178:2,10,13,20,25; 179:23;180:1,2,7; 181:3,4,10,12,16; 183:2,5;184:25,25; 185:9,15,19 Union's (18) 22:5,16;24:1;38:10; 104:9;107:14;114:24; 123:12,21;138:12; 163:10;174:5,18; 176:18;178:3,18; 185:24;186:1 Unionization (10) 44:16;45:5;62:16; 64:17;68:17;69:2; 75:19;80:18;146:15; 151:25 Unionize (3) 63:3;65:20;106:4 Unionized (11) 18:16;47:16;50:24; 52:24;64:3,7,11;79:9; 85:3;106:19;145:19 Unionizing (8) 17:5;20:9;79:10; 102:4,11;105:11; 133:7;161:25 Unions (28) 35:18;45:12,15,17, 24;46:1,4,6,9,13; 57:20;67:15;71:5,14, 17,20,21,22;72:2,14;
---	---	---	---	---

76:7;87:10;133:8; 141:15;148:12,15; 151:10;170:16 unison (1) 148:5 unit (4) 21:19;24:12; 111:22;113:8 Unite (1) 141:11 UNITED (23) 1:8;7:6;16:18,19; 17:12;30:15;34:9,12; 100:22,24;101:7,9,9; 123:22;125:7;127:7; 128:8;129:25;130:22; 134:24;144:4,6;154:3 unlawful (18) 18:23;19:20;20:16; 21:24;23:23;122:2,5, 7,18,19;145:8; 148:22;149:13; 163:16;166:14,19; 167:5;180:22 unlawfully (4) 21:13,15;22:17; 153:22 unless (1) 86:14 unlikely (1) 24:11 unrelated (3) 158:12,16,20 unrelenting (1) 23:23 unsuccessful (1) 109:12 up (52) 11:11;22:21;25:7; 27:16;33:18;39:8; 40:1;45:20;51:16; 52:16;53:6;57:10; 59:8;62:3,3,4;64:12, 14,19;66:8,20;68:1; 71:7,22;72:16;74:12; 75:19,23;76:7,19; 77:12;78:21,22;79:3; 12,20;81:6,13;84:21; 100:12;102:2;109:3; 112:21,25;113:5; 126:10;142:17; 143:24;147:8;148:9; 157:1;180:16 update (1) 84:21 updates (2) 108:25;118:4 upload (1) 77:11 uploaded (1) 114:18 uploading (1) 58:18	upon (7) 8:19;10:10;17:15; 148:4;150:19;181:22; 185:6 upper (1) 22:12 upsetting (1) 22:19 use (8) 39:9;46:20;80:3,25; 81:5;139:19;153:13; 154:12 used (22) 39:10,11,12,16,17; 40:6,6;79:16,17,19; 80:3;106:19;122:25; 125:17;128:24;142:7, 12;144:24;145:13; 146:8,13;160:11 useful (1) 42:7 using (4) 13:18;42:7;146:7; 169:21 usually (1) 23:9 utilize (1) 168:12 utilized (2) 146:24;160:3 V vacation (1) 109:13 values (2) 89:8;155:3 various (9) 14:3;16:22;68:16; 69:1;72:7,9;75:17,20; 153:3 verbally (1) 171:18 verbatim (2) 80:22;93:16 Vertucci (7) 19:1;31:9,17,21; 32:2;36:23;92:8 via (3) 116:2,10;143:22 Vice (1) 32:4 video (8) 8:15;63:22;94:2,10, 13,17,25;95:2 view (1) 161:25 views (8) 18:7;44:15;45:4,11; 57:17,19;62:16;75:19 violate (1) 23:17 violation (2)	24:9;27:1 violations (2) 21:4;24:2 virulent (1) 18:2 visit (2) 56:18;72:11 visited (2) 18:6;19:2 visits (3) 72:17,19;74:14 visual (1) 79:20 vocal (4) 60:6;107:20,20,20 voice (30) 27:16;43:7,9,10,11; 49:19,21;56:9,11; 57:6;59:9,11;63:16, 17;68:14;77:24;78:2; 82:7,9,21;89:25;90:7, 13,17;100:12;101:2; 120:13,15,16,22 voices (1) 13:21 voluntarily (1) 106:5 vote (13) 84:3,7;108:6; 111:22;114:2,21; 153:18,22,25;160:19; 161:21;166:7;180:16 voter (3) 160:14;170:12; 174:10 voters (8) 12:18;153:13; 170:21;174:2,7; 176:8,17;177:17 votes (2) 21:23;83:15 voting (2) 109:5,23 W wage (6) 22:7;84:15,19;85:2; 86:3,5 wages (2) 112:15;162:19 wait (2) 57:12;103:6 wake (1) 23:25 walk (1) 35:15 wants (3) 62:4;73:8;174:19 warn (1) 21:7 warned (1) 22:17	warning (2) 23:8;157:11 warnings (1) 157:11 washing (4) 82:11,16,17,18 wasn't (10) 36:18;71:21;82:12; 86:22;111:10;112:21; 166:9,23;167:9;182:5 watch (3) 38:12;94:25;95:1 way (30) 26:16;47:7,15;53:5; 54:24;55:25;63:7,13, 17;69:10;83:2;86:16; 87:12,16,19,25; 106:17;107:11;109:3; 118:8;119:2;138:5,6, 9;144:6,23;159:9; 164:3,12;177:15 ways (2) 102:7;104:14 we'll (16) 9:4,6;13:13;15:3,7, 17;16:6;69:13;78:20; 87:25;98:16;99:7; 102:10;103:16; 140:14;168:17 we're (32) 12:19,25;15:2;16:2, 8;31:3;46:24;54:23; 60:20;65:8;67:2; 73:15,16,23;80:9; 85:22,22;93:10,15; 94:5,8;98:20,22;99:4; 140:16,19;167:19; 182:15,18;183:16,19; 187:17 we've (8) 40:21;56:20;69:18; 106:24,24;137:21; 138:5,6 wear (2) 35:18;177:6 wearing (3) 35:16;177:9,13 web (1) 38:20 website (9) 65:18,19;67:10,10; 103:13;160:16,23; 161:13,13 Wednesday (1) 1:18 week (11) 8:11,11,15,22;9:4; 72:22;73:2,4,6,6; 74:19 weekly (1) 84:21 weeks (2) 75:5;143:2	welcome (1) 32:24 weren't (4) 53:19;67:8,19;93:5 western (1) 29:1 What's (16) 53:1;60:19;63:18; 73:24;103:12;118:6; 121:6;125:19;130:25; 132:11;133:7;136:9; 142:13;143:12; 160:22;176:2 Wheatley (2) 124:7,8 whenever (1) 118:4 Whereas (1) 21:20 Whereupon (36) 16:10;27:10;36:6; 43:5,22;46:25;47:12; 49:17;52:20;56:7; 57:4;58:23;63:12; 65:1;66:24;68:11; 77:22;79:23;80:7; 82:5;88:21;90:9; 94:14;96:5;97:8,20; 98:23;100:6;105:21; 117:12;140:17; 151:21;167:18;169:3; 183:17;187:18 wherever (1) 70:7 white (1) 75:13 who's (9) 73:12;89:10;91:16; 123:25;126:16; 133:13;164:2;170:25; 171:10 whole (7) 15:20;50:13;67:20; 74:3;75:6;87:17; 102:3 whose (1) 12:20 widely (1) 122:23 widespread (2) 16:21;20:19 Williamsburg (1) 103:3 willing (3) 24:6;140:4;170:5 willingness (1) 145:9 wish (1) 174:19 wished (1) 158:25 Wisher (1) 172:19
---	---	--	---	---

W-i-s-h-e-r (1) 172:19	woman's (2) 89:25;90:7	64:13;103:18; 115:13;184:21	100:3,12;139:18; 141:18;144:20; 149:17;150:9,16; 152:4;154:12,13; 160:21;162:4;183:7; 184:7,21;187:10	64:24,25
withdrawals (1) 11:6	won't (2) 167:25;168:11	workspace (1) 147:5	You've (10) 39:11;79:18;94:17; 97:11;105:19;150:15; 170:15,15;176:11; 182:8	1012 (1) 52:19
withdrawn (3) 168:9;169:7;187:7	Wooster (36) 40:9,12;43:18,24; 44:4,15;45:3;47:5,14, 22;49:4,22;50:23; 52:22;55:18;56:12, 14,23;57:16;59:1,12; 61:9;63:2,19,21,25; 64:2;65:3,5;66:3; 67:4;69:8;107:17; 113:16;165:23;168:6	world (1) 121:12	Yuki (3) 172:2,25;173:8	1019 (2) 64:22,24
withdrew (2) 166:21;167:7	Wooster's (1) 43:10	worry (2) 62:2,19	Y-u-k-i (1) 172:2	10th (5) 17:13;35:1,7,9,10
withhold (4) 85:2;147:24;148:5; 150:4	word (13) 39:9,10,11,12,16, 17;68:21;122:21; 142:7,12;146:24; 147:16;157:14	wouldn't (9) 62:6;75:24;84:24; 85:12;138:9;148:7,7; 156:25;175:4	zero (6) 42:5,11;112:5; 132:20,21;162:18	11 (16) 17:8;18:15;31:2; 44:16;47:6,24;48:16; 50:19;51:2;55:15; 125:2,3;126:22,23; 140:8;143:1
withholding (1) 153:23	words (3) 69:16;176:10;182:2	write (2) 124:4;125:12	Zoom (2) 110:11,15	11:00 (1) 165:9
within (11) 7:10;28:12;36:20, 21;37:25;38:4;49:8; 84:22;116:6;143:20; 150:2	work (36) 18:19;19:16;48:3,6, 10;49:3;50:20,24; 51:5,9,16,19,22; 52:23;64:8;89:7;93:6; 101:24;102:2,3,7,9, 10,12;103:7,14,24; 108:6;133:15;147:25; 148:6;156:20;164:17, 19;165:4,8	writing (2) 139:21;179:12	0	11:05 (1) 46:25
without (15) 13:24;19:17,19; 47:7;75:25;76:12; 85:18,23;148:16; 151:11;152:19;157:7; 163:22;165:5,9	WORKERS (31) 1:8;7:6;16:19; 17:11;34:9,12; 100:22,24;101:7,9,9; 102:3;104:13;105:10; 106:11;108:3;123:22; 125:7;127:7;128:8; 129:25;130:22; 134:24;138:6,20; 139:1;141:11;144:3, 6;148:4,8	written (6) 23:7;105:9;114:3; 157:8,10,11	020 (1) 79:22	11:16 (1) 46:25
withstand (1) 23:15	worked (17) 16:25;28:14,16; 73:12;101:19;102:17, 20,24;107:17;108:14; 141:7;183:22,24; 184:2,3,6,7	wrong (3) 32:18;178:19; 180:14	055 (1) 58:22	11:56 (1) 66:24
witness (132) 8:13,16;12:16; 15:10,14,25;16:1; 25:3,9,13,18;26:14, 18,21,23;27:12; 29:18;32:15,17;36:6; 37:9,11,14,16,20; 41:16;42:19;43:1,3; 49:15;52:7;53:5,14, 21;54:1,4,10,14,19, 22;55:1,13;56:5;57:2, 14;60:17,20,25;61:2, 4;63:10,13;64:21; 68:9,12;69:3,22;70:4, 9,14,17,22,25;71:9; 72:19,22;73:1,5,13; 74:3,6,16,19,21,25; 75:4,6,10;77:17; 79:21;82:3;88:19,22; 89:6;90:11,23;95:4, 23;96:5;97:8,20; 99:10,23;100:1,8,15; 101:3,6;105:14,21; 116:13;117:5;129:9; 138:18;139:10,11; 140:2;146:7,8,18; 149:24;151:20,21; 152:16;153:1,12; 155:23;157:14,17,20; 159:11,21;163:6,21, 24;167:18;169:3; 175:7;177:25;183:1; 186:17;187:13	workload (1) 20:4	Y	11:58 (1) 66:25	
witness' (1) 167:23	working (19) 14:25;18:19;20:5; 50:5;69:19;101:15, 16;104:6,12,12,14,22, 25;141:4,5,9;171:3; 173:10;177:12	wrongfully (3) 134:11;138:21; 153:22	1	1125 (1) 52:19
witnesses (4) 25:22;26:9,15;27:2	workplace (7) 21:3;24:5;80:13; 81:16;83:1;102:16; 145:17	year (6) 32:8;101:17; 141:13;145:1,2;184:3	1 (6) 10:22;12:1;30:4; 32:9;167:20;168:11	11th (7) 17:22;18:5;37:2; 55:18,22;57:20;120:6
	works (4)	years (8) 28:7,17;30:11; 107:19;141:10; 183:23,24;184:6	1,055 (1) 82:3	12 (8) 30:17,20;73:5; 127:1,2,22,24,25
		Yep (1) 43:12	1,300 (1) 56:6	12:49 (1) 94:6
		yesterday (2) 12:5;43:14	1,337 (1) 56:6	12:51 (1) 94:6
		York (10) 1:17;7:13;16:20; 17:1;39:23;81:1,2,10; 120:21;125:7	1,340 (1) 82:4	12th (1) 121:1
		York/New (3) 100:22;101:10; 104:18	1,659 (1) 68:10	13 (11) 31:2;69:11;105:10; 106:1;128:4,5,19; 129:12;156:13; 164:16;173:10
		you'll (2) 27:17;50:10	1,731 (1) 68:10	1318 (1) 64:23
		you're (52) 9:15;34:24;37:23; 38:10;39:2,3,20; 41:11,17,22;47:19; 50:2;51:15;52:9; 54:16;57:12;73:11; 74:12;75:23;76:2,13, 22,23;81:8;83:14; 84:6,10;85:11,13; 87:10;88:2;89:13; 90:14;94:24;96:4;	1:01 (1) 98:23	14 (7) 129:16,17;130:13, 15,16;156:14;164:19
			10 (10) 31:3;123:15,16; 124:21,23,24;143:1,2; 165:2;187:19	15 (19) 17:8;105:6,10; 121:15;130:1,18,19; 131:10,12,13;156:4,5; 168:21,23;170:21; 173:13;174:2;182:23; 186:8
			10:00 (2) 1:18;165:5	15th (3) 130:11;132:7; 136:15
			10:01 (1) 16:10	16 (6) 131:15,16;134:21; 137:13,15,16
			10:15 (1) 16:10	16th (3) 119:18,18;135:8
			100 (1) 167:9	18 (1)
			1009 (2)	

165:4 19 (6) 1:18;145:2;156:3; 165:8;167:13,14 1977 (1) 29:7 19th (2) 164:6;179:8 1a (3) 10:19;11:25;97:5 1ii (1) 10:19 1st (1) 30:5	24 (1) 156:14 240 (2) 41:25;42:21 25 (3) 19:24;57:16;59:18 25th (1) 57:18 26 (2) 156:15;164:19 27 (1) 91:5 27th (3) 23:7,14;113:20 28th (4) 124:11,19;126:5; 129:7 29 (1) 1:16 29- (1) 22:1 29-CA-292741 (2) 1:5;7:8 29-CA-294928 (1) 1:6 29-CA-298919 (1) 1:7 29-CA-299049 (1) 1:8 29-CA-300213 (1) 1:9 29-CA-300564 (2) 1:10;7:9 29-RC-290364 (2) 1:4;7:11 29th (2) 128:15;129:7 2nd (2) 127:18,20	3rd (4) 84:9,10;118:25; 119:1 4 4 (4) 152:5,5,14;182:21 4,000 (5) 14:15,17,18,19; 15:5 4:00 (3) 140:12,12,13 4:51 (1) 183:17 4:53 (1) 183:17 4a (6) 58:12,14,16;63:11, 18;64:22 4-a (1) 68:10 4b (2) 58:15,16 4th (7) 22:5,13;84:5,6,10, 14;119:1 5 5:00 (2) 139:25;140:4 5:02 (1) 187:18 5:30 (3) 139:25;164:23; 165:8 5:45 (1) 140:6 50 (1) 132:19 53 (5) 95:17,20,22;99:11, 19 5-3 (1) 95:20 55 (1) 29:23 5a (4) 77:1,6,18;79:22 5b (2) 77:3,6 5th (1) 1:17 6 6 (1) 29:21 6:00 (1) 165:4 611c (2) 13:20,20	6a (5) 81:20,22,25;82:1,3 6b (2) 81:23;82:1 7 7:30 (2) 136:13;137:4 722 (1) 28:25 728 (1) 47:11 748 (2) 77:10,21 748to (1) 77:19 7a (3) 88:13,17,20 7b (2) 88:16,17 7th (3) 144:25;145:1,5 8 8 (5) 80:12;94:10,11; 164:6;179:9 8:00 (3) 136:5,6,7 833 (2) 47:11;49:16 853 (1) 63:11 8th (1) 164:22 9 9 (3) 69:11;117:4;143:2 9:00 (1) 114:22 9:10 (2) 54:15;55:3 9:30 (1) 187:20 9:43 (1) 7:2 90 (1) 94:13 910 (3) 42:3,15;49:16 928 (1) 63:11 955 (3) 77:10,19,21 9a (12) 117:7,15,18; 121:19;122:12;123:2; 128:23;129:4,7; 155:7;177:20;178:9	9b (2) 118:12;119:7 9c (1) 119:9 9d (1) 119:24 9e (1) 120:12 9f (4) 117:15;121:7; 123:2;130:5
2				
2 (15) 1:18;36:1,2;97:18, 23;98:4,8;105:15,23; 143:13,19;144:7; 151:19,24;173:13 2,114 (1) 57:3 2,232 (1) 57:3 2,357 (2) 88:20;90:7 2,555 (1) 88:20 2:10 (2) 98:24;99:2 2:35 (2) 54:15;55:2 20 (2) 140:13;156:13 2020 (1) 178:11 2021 (4) 164:16,19;178:21; 184:9 2022 (24) 1:18;16:17;17:4; 30:4,5;32:9;33:10,13; 35:1;47:24;50:19; 80:12;83:11;101:18; 104:8;124:11;141:4; 142:19,23;156:3; 158:17;178:18; 179:21;187:20 210 (1) 58:22 22 (4) 126:20;141:12; 142:23;156:13 23 (1) 164:16 234 (2) 42:5,11 235 (2) 42:3,15 238 (1) 79:22	3 3:22 (1) 140:17 3:30 (1) 140:11 3:43 (1) 140:17 3029 (1) 178:14 33 (1) 164:23 335 (2) 41:25;42:22 35 (1) 54:18 3a (11) 41:4,15,16,25; 47:10,21;49:16; 52:19;55:5;56:6;57:3 3b (6) 41:3,4,8,15;54:17; 55:4			